# MANAGEMENT

# BUYERS BALK IN FACE OF HIGH PRICES AND SHODDY QUALITY

They think prices are due for a dip. They feel cheated on many recent purchases. They're still doing without, or repairing and making do. These facts are revealed in a new survey. See page 37.

# NATIONAL BRANDS NOW GET FULL

RECOGNITION AT KROGER The "why's" behind a chain's change of heart about private versus

national brand merchandising. See page 42.

OTHER FEATURES IN THIS ISSUE: How courageous advertising bridged the strike crisis for Allis-Chalmers . . . Benefits Squibb salesmen are deriving from speech training.





# They don't waste cash on the unknown in REDBOOK, Missouri

"Now you see it and now you don't" isn't in keeping with the good old "show me" philosophy. The brands that are selling like hot-cakes in Redbook, Missouri have become household words through consistent advertising to this \$131,000,000 market in Redbook.

In Missouri alone, the readers of

Redbook spend \$17,400,000 for food. Missouri drug stores ring up \$4,270,000 from Redbook readers.

\$95 a page is the pro-rata cost of reaching this rich market — and don't forget, they all eat; they all buy drug products and they all live in homes. Be sure that Redbook is on your next list.

#### YOU CAN'T BEAT YOUTHFUL READERS

The majority of Redbook readers are under 35. They know what they want—and they know how to get it.

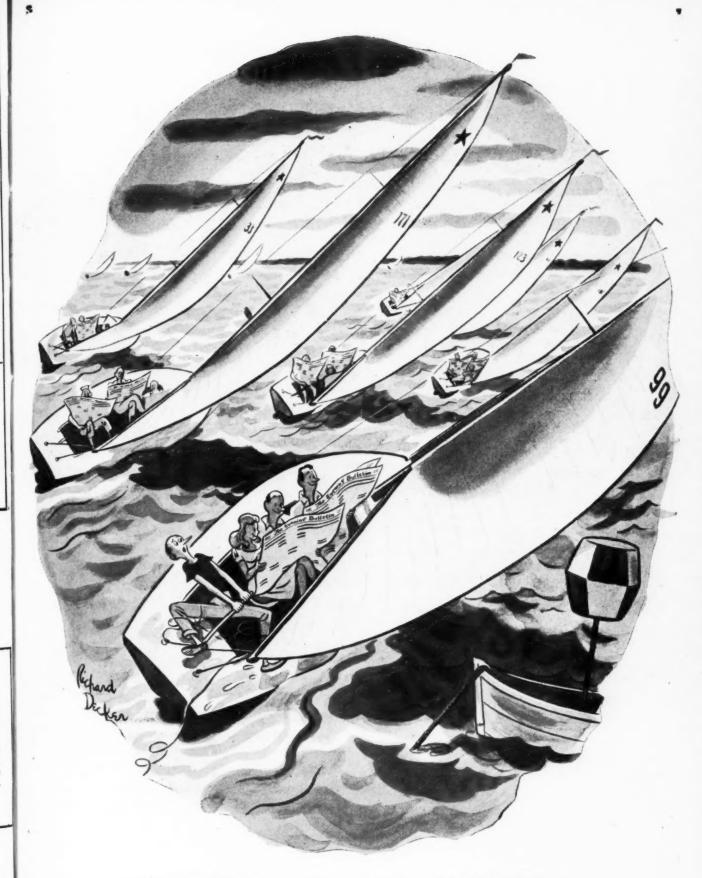
For advertisers with an interest in the present, Redbook is a must. Those who want to build future business will put Redbook on today's list.

THEY LIVE. REDBOOK, U.S.A!

Send for the Redbook State-by-State analysis of family buying power.

Write or phone Redbook, 444 Madison Avenue, New York 22, New York.





In Philadelphia-nearly everybody reads The Bulletin

The Sunday Bulletin — first issue published February 9, 1947

# Sales MANAGEMENT

#### THE MAGAZINE OF MODERN MARKETING

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PA



Main Street is building—and building business for you. New home building in smaller cities and towns is far ahead of that in urban communities.

The people there are building more than homes. They're building business for national manufacturers. For new homes mean new appliances, new furniture, floor coverings, paint, wallpaper—a host of purchases that do much to account for the active buying in Main Street stores. It's these very towns and stores that are trading centers for rich agricultural areas as well. The smaller city and town market can be your most profitable sales outlet.

In this market, PATHFINDER Magazine is thriving, too. It reaches homes of people influential in town affairs and business activity. The PATHFINDER Plan—to move more goods to more people—is

working with increasing power. To influence Main Street you need PATHFINDER and its over 1,000,000 circulation.

The Wall Street Journal's recent comprehensive survey on housing construction reports—new homes in small towns up 10% above 1946; against a 25% lag in big cities. The reasons—lower costs, especially of labor—and plenty of money. In Escanaba, Michigan (15,000—pop.), one developer is starting to build 200 houses. Builders in Stoughton, Wisconsin, with 7,500 people, will build 169 . . . five a week. At Big Lick, Tennessee, neighbors banded together and built a house for one of their number. And so it goes in Main Street America.

#### PATHFINDER SELLS MAIN STREET, U. S. A.

More than 1,000,000 circulation GRAHAM PATTERSON, Publisher Washington Square, Philadelphia 5, Pa.



ENT

## LOOK LOOKS AT HOUSTON



## SEE HOUSTON IN THE HEADLINES

"HOUSTON is another living proof of Texas enterprise and vigor. It was founded 50 miles from the sea and made itself a deepwater port by digging a channel down Buffalo Bayou. Financial hub of a region rich in lumber, agricultural products, and oil; and a distributing center for a good share of Texas raw materials, Houston has trebled its population in the last twenty years and shows no signs of slackening its growth . . . Houstonians boast that theirs is a city that has never known a depression . . . Houston's population is already close to 600,000 and may well crowd the million mark within another decade."

—from the book "Look at America: the Southwest" by the editors of LOOK

(Courtesy of LOOK-America's Family Magazine)

#### SELL HOUSTON IN THE CHRONICLE

Houston, by far the South's largest and richest market, is growing rapidly—but its growth is sound. One single medium, The Houston Chronicle, reaches all levels and corners of this market with rare efficiency: the kind of efficiency which makes the space buyer's job a delight. It is a matter of record that The Chronicle, for 34 consecutive years, has been first among Houston newspapers both in advertising and in circulation.

#### **The Houston Chronicle**

R. W. McCARTHY
National Advertising Manager
THE BRANHAM COMPANY
National Representatives



The Houston Market is sold when your story is told . . . in The Chronicle

HOUSTON'S LEADING NEWSPAPER FOR 34 YEARS



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1942, at the Post Office, E. Stroudsburg, Pa.
under the Act of March 3, 1879. Addres mail to New Yerk office.

August 1, 1947

Volume 59

No.

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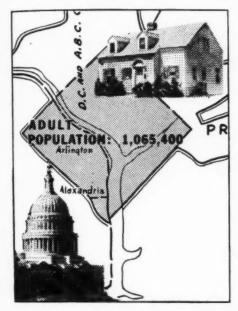


SALES MANAGEMENT

# ... First by far



Represented nationally by: Dan A. Carroll, 110 E. 42nd St., New York City; The John E. Lutz Co., Tribune Tower, Chicago.

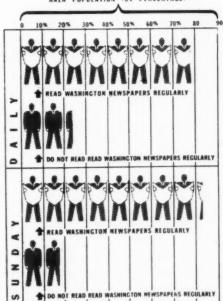


The Washington, D. C., reader survey made by the Elmo Roper Organization under the direction of the American Association of Advertising Agencies, embraced the City and Retail Trading Zones and showed an area population of 1,065,400 people, 15 years of age or older.

AREA POPULATION BY PERCENTAGE

FACT NO. 1 TO REMEMBER ABOUT THE WASHINGTON MARKET:

DAILY AND SUNDAY IN WASHINGTON, D. C. YOU REACH MORE PEOPLE WITH THE STAR THAN YOU REACH WITH ANY OTHER WASHINGTON NEWSPAPER



The Survey indicated 77.2% of the people read one or more of the 4 Washington dailies on an average weekday; 82.8% read one or more of the 3 Washington papers on an average Sunday.

DAILY AND SUNDAY IN WASHINGTON, D. C.

You Reach More People with The Star Than You Reach with Any Other Newspaper

BY PERCENTAGE

AREA POPULATION

43.2%-460,000 people-read The Star on average weekday - more than read any other Washington daily paper. 53.2%-566,800 people-read The Star on an average Sunday-more than read any other Washington paper.

ENT

\* 26,000,000 AMERICANS now read LIFE every week.

This represents an increase of 15 per cent over LIFE's previous weekly readership of 22,550,000.

\*LIFE's new audience figure is from the forthcoming report No. 9 of the Continuing Study of Magazine Audiences. Further weekly magazine audience statistics, including regional, state, and local figures, will be available in the near future.

#### COMPARATIVE AUDIENCES OF 3 LEADING WEEKLY MAGAZINES

MAGAZINE				CSMA #8 (1946)							CSMA #9 (1947)						
LIFE										22,550,000							26,000,000
Satu	rda	y E	ver	ning	P	ost				12,700,000							13,750,000
Colli	er's									10,900,000							11,100,000



# The Human Side

#### HIDE THIS FROM TEENA!

Once it was dirty saddle oxfords, then it was pigtails and blue jeans . . . now it's monogrammed, home-knit bobby-socks! We're talking about the foibles of the college crowd. And if you've wondered "what they'll do next" now you know—it's monogrammed bobby socks.

And who should jump on the band wagon and encourage the thing but the American Wool Council, who see in the new trend a chance to cash in not only for the duration of the fad, but from here on in. Any girl, they reason, who learns to knit her own booties and monogram them, will take it from there . . . sweaters, Argyle plaids for the current man in her life . . . even a whole suit.

Don't take the thing lightly—this sudden fever of knitting, we mean. It's sweeping the country! A trend as earth-shaking, as important to International Relations and World Peace as this, deserves at least a sketchy background. Reportedly the fad was projected on the double by a pair of twins—Jean and Jane King of Southwestern University. They ran up a pair of wool socks, handknit and monogrammed with fraternity insignia, and presented them to a Sigma Nu man. He rolled up his trousers, the better to show off his embellishment, and the thing caught like a prairie blaze. Unlike many college whimsies that are whams one day and duds the next, these duds were not only launched, they were enthusiastically accepted.

Within two months every coed who could knit—or convince her Mama that her social position on the campus



TWO CUTIES... the one on the left is Rita Kip, Sarah Lawrence student, one of the thousands of college gals who are going all-out for hand-knit booties—latest college hobby.

would rise or sink on a pair of monogrammed booties—was at it. Knit wool socks emblazoned with Greek letters suddenly had become haute couture for fraternity men.

Some of the girls made a real business of it. For a figure—or a date for the Senior Prom—they'd provide a man with his dream-socks. Yarn retailers, both at Southwestern and colleges all over the length and breadth of the land—the thing spread—were amazed and charmed at the sudden raids on their stock. Sales of knitting needles, too, in college towns have reached stratospheric figures. Even the arrival of summer couldn't stop the trend. Operation Knitting was simply transferred from campus to home town or vacation headquarters, where, naturally, the behind-times locals quickly got brought up to date.

That was when the American Wool Council stuck its oar in the channel. They publicized the idea, encouraged it and the new interest in knitting. It gave even them ideas. The college lassies had thought of new and ingenious uses for wool. Some of the socks were becoming more elaborate. There were cable knit stitch, barber pole stripes, contrasting toes. Yarn retailers, who by this time shouldn't have been surprised at anything, almost swallowed their tonsils when the girls demanded argent, military red and old gold to lace into socks. Socks for men, you understand. The manufacturers had to toss colors into their dye pots which had never been there before.

Knitting has always been big business. During the Depression women took up the gentle art as an economic measure. When better times came along they stuck to their needles. Knitting is comparatively easy, is relaxing enables a gal to run up attractive hand-made garments at a fraction of the cost of ready-mades. Every large department store in the country has a Knitting Department; many of them even provide trained instructors to teach primary or advanced knit-one-purl-two's. But the American Wool Council was quick to realize that the younger generation, which had never been forced to knit, would need an incentive. While it has done a vast amount of publicity work to sow its seeds, a bonanza like this latest hobby was unexpected—and just cause for sending up flares.

Some of the ladies were heard complaning that Jim's old fraternity colors were too drab. They fixed that up pronto. The American Wool Council, which says that never has it seen so much interest in knitting among the college set, is dreaming up bigger and better promotional ideas. Heaven knows what the girls will have the men wearing next!

#### THE DOLL WITH THE MAGNETIC STOMACH

Childhood, too, has its problems. Ask any little girl. The Pinafore Set worries a great deal more over their dolly's wardrobe than over their own . . . If your wife's got a good memory she'll recall that it's no cinch to make a paper doll's clothes stay on for any length of time.

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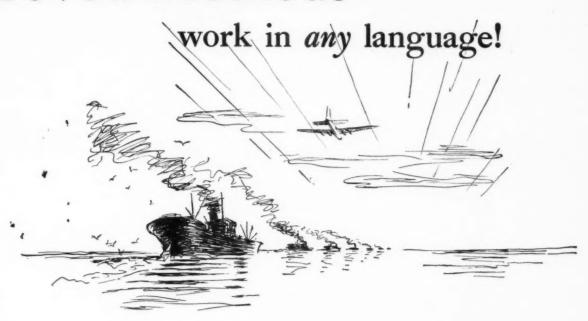
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## **Proved Methods**



THE WORLD is a big and growing market—despite all its present difficulties. World population is increasing, literacy is increasing, and industrialization is proceeding apace in many countries. Where they can, wise manufacturers are exporting. Where restrictions or tariff walls prevent, they arrange for manufacture within those walls. Facts must determine the decision.

In selling, too, facts are vital. But the methods for finding the facts, and interpreting them with skill, require trained personnel—men and women who are professionally minded and unprejudiced by tradition.

#### YOUR INDIVIDUAL PROBLEM

Through 22 strategically located offices, the J. Walter Thompson Company offers on-the-ground service throughout the world. These offices are fully staffed and thoroughly familiar with the basic principles of advertising, which do not change despite differences in language, custom and religion. Proved methods are skillfully applied with whatever balance of local or central control will best fit your individual problem.

For example, there is a JWT staff of 208 people in India; 101 in Brazil; 132 in Canada; 79 in the Argentine; 157 in Australia; 237 in London.

These are men and women selected and trained by us in each country; men and women with a lifelong knowledge of the languages and markets in which they work. They are directed by men with international experience in modern advertising, and the most effective ways to use these methods in foreign markets.\*

#### **80 YEARS' EXPERIENCE**

These people, in all these places around the world, are guided by the principles and use the methods evolved during JWT's 80 years of experience at home . . . J. Walter Thompson Company, 420 Lexington Avenue, New York 17, New York.

\* FOR EXAMPLE, the J. Walter Thompson manager in Buenos Aires has served in JWT offices in London, New York, Australia, and New Zealand.

The JWT manager in Brazil has served in Buenos Aires, Shanghai, Calcutta, Berlin, and New York.

The JWT manager in Australia has served in Paris, Antwerp, and London.

In the New York City office, 21 members of the staff have had experience in JWT international offices.

In major world markets, fully staffed J. Walter Thompson offices offer you the same proved methods of intensive selling that you use at home, interpreted through local knowledge and facilities.

London Antwerp Johannesburg Capetown Bombay Calcutta Sydney Melbourne Buenos Aires São Paulo Rio de Janeiro Santiago Mexico City Montreal Toronto Hollywood

New York Los Angeles San Francisco Seattle Chicago Detroit Also, Latin-American Division in N. Y.

AUGUST 1, 1947





PICTURE OF PAPA... on his day off. When George Wakefield found his progeny couldn't keep clothes on their paper dolls he did something about it. Result—a new product.

Those little paper tabs that you have to bend over (if you don't cut them off in the first place, when you're cutting out the doll) just don't keep a doll's garment decently in place.

George Wakefield, chief engineer of the F. W. Wakefield Brass Co., at Vermillion, Ohio, never thought he'd be cutting out doll's clothes either. Then he watched his two little girls, tongues clamped between their teeth, a faint dew across their foreheads, laboring over the task. George is a perfectly normal Father. The sight was to much for him.

"By Gosh!" he exploded. "My kids are not going to be the Suburban Disgrace."

In no time flat he had made a special doll—with a magnetic stomach! Then he attached small, thin sheets of metal to each piece of the doll's clothes. The magnet held the clothes exactly in place. To dress their dolls all the Misses Wakefield had to do was to place the clothing in the proper locality. The magnet and the metal did the rest.

News of this fait accompli spread all over the neighborhood. And, as sometimes happens with a good thing, made its way as far as Springfield, Mass. There James J. Shea, president of the Milton Bradley Co., got wind of the Miracle of Vermillion.

Now Mr. Shea is a manufacturer of conventional paper dolls. He decided George's idea was too good to be confined to two little girls.

He got George Wakefield on the phone, talked the situation over with him and before you could say "cartel" the Bradley toy designers were working over George's ideas, adding refinements to the Wakefield ingenuity. A magnet that won't lose its strength, 12 different items of clothing and an attractive standing doll were a few of the Bradley results.

And just recently the new magnetic doll—officially christened "Magic Mary"—made her debut on the toy counters of the nation and thousands of make-believe Mothers of paper dolls were relieved little ladies.

As for the two Wakefield girls—they are hopelessly old-fashioned. They like the one Daddy made them!

However sharp your pencil, it's no economy to overlook



# INDIANAPOLIS

62%

Above the National Level in Effective Buying Income!

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WEALTHIEST CITY PER CAPITA OF 100,000 OR MORE IN THE EAST NORTH CENTRAL GROUP OF STATES When you want every advertising dollar to earn its way, then advertise where the money is . . . in the medium read by people who spend money.

You don't have to take our word for the wealth of the Indianapolis market; Sales Management tells you.

You don't have to rely upon empty claims for the power of *The Indianapolis News* . . . for 78 years it has enjoyed leadership in Indianapolis and the 33 surrounding counties. Reading and being influenced by *The News* is an old Indiana custom.

The market—and the market's best medium. It adds up to SALES. Don't overlook Indianapolis . . . and *The News*.



#### THE INDIANAPOLIS NEWS

FIRST IN DAILY CIRCULATION . FIRST IN DAILY ADVERTISING FIRST IN THE HEARTS OF HOOSIERDOM

THE GREAT HOOSIER DAILY ALONE DOES THE NEWSPAPER JOB

DAN A. CARROLL, 110 E. 42nd St., New York 17 • The JOHN E. LUTZ CO., 435 N. Michigan Ave., Chicago 11 • JOS. F. BREEZE, Bus. Mgr., Indianapolis 6

AUGUST 1, 1947

11

<sup>\*</sup>Sales Management's 1947 Survey of Buying Power



... "while on our sized farm my machines may not earn the top cash return on their cost, they save us many an hour that we can use for our own ideas on how to live."

For the Pauls, and millions of other farm families today, know that the end product of good farming is more than just production. It is good

Intelligent planning and teamwork have enabled

the Pauls to build a good life-with time for family fun and entertaining friends . . . time for flying, decorating their home and taking part in community affairs.

Their story, told in Country Gentleman for August, will inspire many another Country Gentleman family. And you, too, will find it heartwarming . . . and a thought-provoking picture of

5th in a series of living portraits of "Good People to Know"

The best people is the

ELME

SALES MANAGEMENT



THE FARM boasts 3 tractors, combine, rs picker, hay chopper, baler, truck, field silage harvester. "All we need now," says lmer, "is a mechanical baby tender."



2. TO ELIMINATE hand labor, feed grain is dumped from the truck into a blower which wafts it up into the self-feeder. From there it is gravity-fed to the livestock.



3. ELMER'S PRIDE are his 100 head of cattle, Herefords and Angus, kept on three feed lots. Augmenting the cattle are 350 hogs, several hundred acres in alfalfa, corn and oats.



IN HIS MODERN office, Elmer keeps ecise records. Always carries a notebook jot down items to discuss with Eva, his ife, or State College experts.



5. EVA'S KITCHEN is what you'd expect on a modern farm. She washes dishes once a day, saves a full hour for more enjoyable things. She's against drudgery, not work.



6. THE PAULS are good customers of the village stores, filling many of their farm and home needs at these well-stocked rural



ELMER AVERAGES 200 hours a year his Luscombe two-seater, is a charter ember of the Iowa Flying Farmers organation. Eva has 30 solo hours to her credit.



8. TWO-YEAR-OLD DEAN was flown in, not by the stork, but by his adopting parents. A little brother for Dean is expected currently by the same route.



9. THE PAULS have planned their farming toward one end, good living. Because it's working out as planned, their life will inspire many another Country Gentleman family.

The Country entles Better Farming, Better Living

NT

# This Has Never Before Happened in Publishing History

In March of 1948, an entire multi-million family class market... consisting of over two million of the top-income, top-intelligence U. S. families aggregating a total population greater than that of the city of New York... will be made available for the first time to a small and select list of national advertisers... at advertising rates which are 22 percent lower than the guaranteed rates of any other multi-million circulation magazine in America!

LHIS is the first time in publishing history that such a thing has happened. And the reason is both unique and important:

In eight years, Coronet has become one of the most successful publishing ventures in the United States, without advertising revenue...consequently we can afford to make a limited amount of advertising space available at rates which have been engineered down to a split-cent minimum and which will provide business and industry with one of the critically needed cost reductions that alone can make for lower prices, greater buying power, and hence increased production.

But what about the profits from this . . . who gets them, and how much?

#### First of all, our readers will profit

With an advertising rate of \$1.75 per page per thousand circulation, as against \$2.25 per page per thousand and up for other multi-million circulation magazines, obviously Coroner's net gain will not be fabulous. Added printing and paper costs, equipment and personnel will account for the bulk of this new revenue.

And an even greater magazine, editorially, will account for the rest.

This, we believe, will be truly a case of piling Pelion upon Ossa. For the editorial philosophy of Coronet has been so well thought of that the magazine's circulation has risen steadily—for seven successive years, before, during and since the war—with an annual increase ranging from 10 to 30 percent!

To be able to produce an even richer magazine than today's CORONET is our idea of an editorial dream.

#### Secondly, our advertisers will profit

There will not be many of these—perhaps no more than 50, according to our present policy—but they will choose us, and we them, in accordance with sound judgment and good taste.

Not all advertisers belong in Coronet—but far more will want to be there than there is room for. There were 777 national advertisers last year who spent \$100,000 or more. And there are only seven magazines (including Coronet) selling for 25 cents or more, in the multi-million circulation bracket... But there is no other class-mass-medium which can offer the numerical equivalent of New York City's population—all in the upper-intelligence, upper-income levels—at a rate so revolutionary that it may actually influence a downward trend in advertising costs.

Yes, our advertisers will profit. And the select handful who choose Coroner will have as an additional advantage a full facing page of editorial matter opposite each advertisement—and one of the most intensely enthusiastic reader audiences in America.

#### And finally, we will profit

Not with yachts and diadems (we don't wear the CORONET, we only publish it), but with the genuine satisfaction of having produced a better, more serviceable product, and of helping others to do the same.

If our thinking makes sense to you, you'll be cordially received at any of our six offices.

---Coronet ---

NEW YORK 366 MADISON AVENUE MURRAY HILL 2-5400 CHICAGO CORONET BUILDING DEARBORN 7676 DETROIT
417 NEW CENTER BUILDING
MADISON 5745

PHILADELPHIA 1700 WALNUT STREET PENNYPACKER 5-8998

BOSTON
525 STATLER OFFICE BUILDING

LOS ANGELES 448 SOUTH HILL STREET TRINITY 9924

AUGU

### NEWS REEL



#### REGINALD BRACK

Named to the newly created position of general sales manager for Braniff International Airways, will head all cargo and passenger sales for the line.



Former assistant manager of sales for the Atlantic division, American Can Co., is appointed the division's manager of sales, succeeding R. M. Roberts.



IRVING P. MACPHERSON, JR.

Former Army Air Force major and publisher of the business magazine, Gift Preview, is appointed sales manager of The Angostura-Wuppermann Corp.

H. C. McELHONE

Elected vice-president in charge of sales, The Lamb Electric Co., Kent, Ohio; has had 22 years with the Westinghouse Electric & Manufacturing Co.





M. M. RICKETTS

Named vice-president in charge of sales of the Nyal Co. and the Jamieson Pharmacal Co., both recently acquired by Heyden Chemical Corp.

WALTER D. BALDWIN

Newly appointed director of manufacturers sales for United States Rubber Co., tire division, will handle sale of tires as new vehicle equipment.





HERBERT W. SUTER, JR.

New general sales manager of The Champion Paper and Fibre Co., was first associated with the firm as assistant manager of its Cleveland sales office.

DONALD S. HUTCHINSON

Joins Lutz & Sheinkman, Lithographers, New York City, as vice-president in charge of sales, after 13 years in sales with Brett Lithographing Co.



AUGUST 1, 1947

# Hey, bub, you'vedr



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# dropped something!

The other day a certain network (let's call it network "B") published some special arithmetic about its national circulation based on BMB data. It counted only those listeners to its network who lived in areas where 75% of the radio families listened to network "B" at least once a week. And it did the same for the other networks.

It dropped out all listeners in all other areas.

It dropped out listeners, for instance, in New York City, the largest in the nation.

- In New York City no station reaches the 75% level in the daytime. (Oddly enough, in selling its New York station, network "B" bases its argument on a 50%-or-better level.)

It dropped out listeners, for instance, in Philadelphia, the third largest city in the nation.

- In Philadelphia CBS is *the only network* that reaches the 75% level in the daytime.

Why did network "B" so casually disenfranchise the daytime listeners in New York and Philadelphia? BMB defines circulation as the number of families listening in all areas above 10%. It must be fairly obvious that circulation is circulation—wherever it exists. Circulation is all listeners—at the 35% level, the 50% level, the 90% level.

Could it be that network "B" was straining for a lead out of all proper proportion?

Why strain?

BMB data offer a perfectly valid (and perhaps far more useful) basis for measuring the potential audience a network delivers. It can properly be called a measurement of *effective coverage*, and is readily defined as all radio families in areas where 50-to-100% listen.

This particular level stems from the fact that virtually all stations effectively cover their home

cities. And BMB itself established that 92% of all stations attain the 50-100% level in their home cities. This level provides the traditional yardstick used by broadcasters to reveal their potential value to advertisers.

This level includes the listeners in New York City and Philadelphia which network "B" blandly chose to drop.

By this yardstick of *effective coverage* you obtain quite a different picture...quite a different relationship between the four networks from the one calculated by network "B".

Here's what you really get:

#### EFFECTIVE NETWORK COVERAGE\*

#### **Nighttime Radio Families**

CBS	32,400,150
NETWORK "B"	33,869,330
NETWORK "C" 26,518,7	730
NETWORK "D" 23,281,760	
Daytime Radio Families	
CBS	31,685,080
NETWORK "B"	33,457,250
NETWORK "C" 28,2	55,660
NETWORK "D" 24,982,230	

\*Based on BMB Study No.1 conducted in March, 1946 and projected to the BMB estimate of 33,998,000 U.S. radio homes (January, 1946).

You discover clearly—and perhaps for the first time—that CBS and network "B" are virtually on a par in their ability to supply effective coverage of the U.S. radio market.



# hometown salesmen



#### with proved selling power!



"Born and raised" among hometown people, these six "salesmen" have what it takes to sell for you in their areas. As Locally-Edited Magazines, they are tailor-made for the reader: 80% to 90% of each magazine is made up of local pictures and features. This local touch pays off in actual dollar-value to you, the advertiser. A growing list of regional and national advertisers in these six Locally-Edited Gravure Magazines proves it!







SOON THERE'LL BE SEVEN: Starting October 5 the San Antonio Express will join the group in publishing its own locally-edited gravure mag-

#### Locally-Edited Gravure Magazines

... featuring the Local Touch for highest reader interest . . . for greater advertising value

COLUMBUS DISPATCH

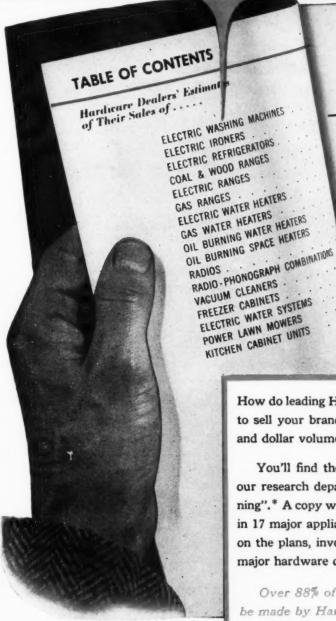
LOUISVILLE COURIER-JOURNAL

HOUSTON CHRONICLE

ATLANTA JOURNAL • NEW ORLEANS TIMES-PICAYUNE-STATES • THE NASHVILLE TENNESSEAN

\*Total weekly circulation of over 1,300,000 gives saturation coverage of six major markets — modern rotogravure plant assures faithful, uniform reproduction in monotone, duotone or full color — six magazines available individually or in single-order, single-copy, single-billed package — 1,000-line page size . . . WANT MORE FACTS? Just contact one of the following Representatives: Branham Co., Jann & Kelley, John Budd Co., O'Mara & Ormsbee, Sawyer-Ferguson-Walker Co. Or write to the Locally-Edited Group, Louisville 2, Kentucky-

# How do YOU rate?



Of course, a copy of "What Hardware Dealers are Planning" will be sent you by return mail — just drop us a line on your letterhead.

#### STATISTICAL DATA

LIKE THIS ON 17 MAJOR APPLIANCES

#### ELECTRIC REFRIGERATORS

6.014 dealers expect to sell 531,928 electric refrigerators.

6.014 dealers expect a sales volume of \$104,789,816.

92% of the electric refrigerators will be sold by HARDWARE AGE subscribers.

of the electric refrigerator sales (dollars) will be made by HARDWARE AGE subscribers.

How do leading Hardware Dealers rate your line? Are they planning to sell your brand or your competitor's? What's the potential unit and dollar volume at stake for you in the Retail Hardware Market?

You'll find the answers in a brand new report just released by our research department titled "What Hardware Dealers are Planning".\* A copy will be sent to you upon request. It covers 584 brands in 17 major appliance lines. It gives you 44 pages of facts and figures on the plans, involving a sales volume in excess of \$434,000,000 by major hardware dealers in cities and towns of 50,000 and less.

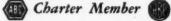
Over 88% of these sales — more than \$382,000,000 — will be made by Hardware Age subscribers.

More new reports on Housewares, Sporting Goods and other important lines are in preparation. Full information on request. We can help you sell the leaders in the hardware field.

HARDWARE AGE

MAIN ENTRANCE TO THE GREAT HARDWARE MARKET

A CHILTON ( PUBLICATION



100 EAST 42nd ST. NEW YORK 17, N. Y.





#### BY T. HARRY THOMPSON

Reading somewhere or other that the Florida Citrus Commission might like a trade-name for its various products, I have sent them "Flo-Rich" . . . without strings.

Kodak's new color-film, Ektachrome, does beautiful work, if the recent brochure announcing it is any sample.

Wonder if Russia insists on the "party-line" in telephones, too?

Speaking of Russia, I have permission from Bob ("Believe-It-or Not") Ripley to reprint something he had in one of his famous panels. It goes like this: "A Russian citizen may not own land . . . may not be tried by a jury . . . may not choose his own job . . . may not absent himself from work . . . may not strike . . . may not picket . . . may not employ labor . . . may not travel . . . may not own jewelry . . . may not ring a church-bell . . . may not be friends with a foreigner . . . and is forbidden freedom of speech, freedom of assembly, freedom of religion, and freedom of soul."

A local bank headlined an ad: "John Barleycorn is a tiny pygmy alongside the industrial giant." They mean a large giant, of course.

Nit—"They say the new typist is always trying to borrow a couple of bucks."

Wir-"Yeah; she uses the Touch System."

The Mrs. worries about "the man in the street." Thinks he'd be safer on the sidewalk.

We still hear it called "johnny-cake" (made with corn). Wasn't that originally Shawnee Cake, from the Indians of the same name?

Recommended listening for loven of old-style Dixie-land blues: "This Is Jazz," at 2:30 Saturday afternoon, eastern daylight time, over Mutual,

"The marriage is not on the rocks," says the East Falls Bulletin, "untly you begin calling each other names you wouldn't call the driver of the car ahead."

#### HEADLINE PARADE

Owed to a Grecian Urn.—Gilben Spencer.

Duo in the sun.—Walk-Over Shoes.

The battle of the bottle.—Wyandotte
Chemicals

Who hid the skeletons in Botticell's closet?—Commercial Solvents.

How to have 52 vacations a year-Nash Motors.

When your blueprints come true.-

To cure a headache, you don't cut off your head.—Warner & Swasey.

What good is a college-degree?-Article in "The American Magazine."

Gangplank to Spring.—Carrier Air-Conditioning.

The Witchery of Music.—General Electric Musaphonic.

Seller's Market Dep't (Chinese Division): I hadn't worn formal clothes since before the war, so took some yellowed shirts and collars to Sing Lee, a local laundryman. The conversation went like this:

"Whaddye got?"

"2 shirts, 4 collars."
"New customer?"

"Yes; don't you like new customers?"
"No."

P.S.—With a scowl, Sing accepted the order. I felt I ought to take him a present when I called for the laundry.

The Minneapolis mail brings a friendly greeting from Bob Hayes; a note from G. R. Stark, saying a researcher would res(c)ent being called a poll-cat; a card from Tup Way, saying it's a sign of a good month at his agency when there's cooing in the billing-department. Finally, he wonders if young Ochs was ever called "a scion of the Times."

Adapting an oldie, Tessie O'Paque defines a philatelist as a man who would sell his birthright for a mess of postage.

COPY TO FIT

"A line or two, say twenty words!"

Rapped out to fill a layout-spot
Is seldom selling-talk that herds
The folks who purchase what you've got.

—Orwille E. Retd.

Add similes: "As cheeky as organized charity."

# OELTA CUTS AIR FREIGHT RATES

Reductions up to 25%

Give You AIR SPEED at Costs

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**Competitive with Fastest Surface Means** 

Delta rates for Air Freight have been slashed from 20 to 25 per cent over the entire system. With this reduction, Delta Air Freight now comes down near the costs for the fastest surface means. Yet, via Delta, you save from one to seven days on all shipments. At these low costs, you can now ship hundreds of additional products economically by air.

Delta Air Freight moves on every passenger schedule, with a capacity up to 7,000 pounds per plane. An optional pick-up and delivery service gives you maximum door-to-door speed. Specify Delta for all shipments to and through the South. It is the fast route from the West and Midwest through Chicago, Cincinnati and

Knoxville, and from the Far West through either Chicago or Dallas and Fort Worth.

For full details of schedules and new point-topoint rates between all cities, call any Delta office or write Air Freight Supervisor, Delta Air Lines, Atlanta, Georgia. This table shows sample savings from the reduced rates. Then compare these new tariffs with surface means, to see the full value in time and money of Delta Air Freight.

FOR 100 POUNDS BETWEEN	RATE	RAT	1
Atlanta - Chicago	\$6.55	\$8.	.45
Chicago — Miami	12.30	16	.40
Atlanta - Cincinnati	4.55	,	5.80
Cincinnati - Chicago	3.0	7	3.81
Atlanta - Dallas	8.0	00	10.44
Dallas -	leans 5.	05	6.46

#### NOW One Rate Only Above 100 Pounds

With the new rates effective August I, there is now only one straight rate for all shipments of 100 pounds and over. Thus you get the lowest possible ton-mile rate, whether shipping only 100 pounds or ten

Delta has no special commodity rates. All types of cargo fly at exactly the same low rate. Atlanta, Georgia.

Cri woonths uncurror property of the proper



ROCKFORD IN THE "FIRST FIFTY"

> Media Records' report on linage for the first five months of 1947 shows the MORNING STAR and REGISTER-REPUBLIC among the First Fifty newspapers in the United States and Canada

Retail Display; Morning Star 42nd among morning newspapers.

General Display; Morning Star 42nd

among morning papers.

Automotive Display; Morning Star 20th among morning papers, Register-Republic 21st among evening

Financial Display; Morning Star 44th among Sunday papers.

111,000 METROPOLITAN POPULATION

Department Stores; Morning Star 49th

among morning papers.

Total Display; Morning Star 43rd
among morning papers, RegisterRepublic 48th among evening

papers. The reason for these high ratings? Rockford has led all Illinois markets, month after month, in percentage gains on retail sales and services.

A. B. C. CITY AND 377,854 RETAIL TRADING ZONE





After philosophizing that "today" distresses are the gag-lines for tomorrow's laughs," Bob Taylor sends a twist on man-bites-dog: "Bull throw salesman."

The same correspondent tells me of Mandy, who said she'd never been X-rayed but that she had been "ultra-violated."

We've never seen a vitamin, The hormone said to free one From dietary lack, but we Would rather C than B<sub>1</sub>.

In a brochure titled: "The unfortunate hair-do of Lady Godiva," The American Magazine gets off to a galloping start with: "Through the years, people have known Lady Godiva's husband only as the stinker who shoved her out of the house with nothing but her long tresses to keep her warm, and a horse to keep her company.'

According to Holiday Highlights, phonograph-records are popping of the production-line at the rate of 761 a minute. No wonder those discjockeys sound tired as they amble back to the paddock.

"I can't stand a neglected washroom," one gal is saying to another in a Scottissue ad. Knowing nothing of the circumstances, but having been a long time in the copy-racket, I'll bet the original submission was: "I can't stand a messy washroom," and some all-knowing blue pencil changed it to neglected.

"When it goes in a car, it's a ship ment; but when it goes in a ship, it's a cargo."—Imp, world's smallest house-organ.

Redundant Again Dep't: "He follows a regular routine."—Subhead in Parade.

Startling headline by (and for) Young & Rubicam: "How to get the world's second-best advertising." In case you missed it, the best advertising is said to be word-of-mouth.

"Everything under the sun," says the Bermuda Trade-Development Board. Everything, that is, except an adequate water-supply, unless the war changed all that.

Too bad the Amalgamated Magicians are not now in convention, and planning to return home by airplane. 462 of us would spring to our type writers to headline it: "Flying

RADIO'S MARGARET ARLEN



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NT

DURING A REHEARSAL BREAK, SHE DISCUSSES PLANS FOR SCREEN STAR GENE TIERNEY'S GUEST INTERVIEW ON SHOW



NOTED DESIGNER PEG FISCHER TAKES MARGARET AND PROGRAM WRITER BARBARA KEATING THROUGH STITCH-BY-STITCH DESCRIPTION OF HER

#### **CAREER GIRL AT WORK**

#### Radio commentator and staff rise early, work late to prepare woman's view broadcast

Margaret Arlen, of Columbia's New York Key Station, WCBS, is the comely commentator *Billboard* calls "No. 1 among the metropolitan girls who talk for a living on the air".

She's easy on the eyes (as you can see). And hundreds of thousands of her listeners will testify she's equally easy on their ears.

THE MARGARET ARLEN SHOW gives listeners details...sidelights...inside information on the life and luminaries of New York. The accent's on variety, both in guests and material. With the greatest ease, Margaret and co-broadcaster Harry Marble whisk fans from food and fashion, to science and sociology!

Keeping listeners in-the-know keeps Margaret and the program staff of six constantly on-the-go—covering social and civic events, theatre and movie openings ... interviewing guests... researching. But their efforts are well rewarded. For a long time, THE MARGARET ARLEN SHOW has held top Hooper rating among New York's woman-commentator programs!

Recently WCBS expanded THE MARGARET ARLEN SHOW to accommodate additional participating sponsors. There are a few available spots left—between 8:30 and 9:00 A.M. weekday mornings. If you'd like to know more about this advertising opportunity, call WCBS or any Radio Sales office.



BASIC BEAUTY HINTS. demonstrated by Eddie Senz on writer Alice Gershon, enable program to give listeners valuable make-up advice.





YARNS OF YESTERDAY...Listeners write appreciatively about the many quaint and curious facts gleaned from Harry Marble's daily "Almanac".



**PERSONAL ENDORSEMENT** of sponsors' products is based on actual use by program's principals. Chain of Launderettes is among current Arlen sponsors.



PUBLIC SERVICE NEEDS and projects, such as the Bulova Long Island Watch School for handicapped veterans, are an integral part of Arlen program.

(LEFT) MARGARET GOES TO WONDERLAND to meet Tweedle-dum and Tweedle-dee; makes mental notes of tricks of the trade employed behind footlights at the current Broadway hit "Alice in Wonderland".

# Mays...to see Stars!

In the August issue of MODERN SCREEN there are 99 photographs of movie stars.

Every one of these pictures appears exclusively in MODERN SCREEN. Intimate, informal, interesting... these photographs are typical of how MODERN SCREEN presents the material its readers like...in the way they like best

Whether it's writers like Louella Parsons, Hedda Hopper, Ed Sullivan, Dorothy Kilgallen...or exclusive Hollywood news and interviews...or special features and articles ranging from beauty hints to fashion news... MODERN SCREEN presents the finest in each field.

That's why more than 1,000,000 young women buy MODERN SCREEN every month and find it so interesting and so enjoyable. That's why too, many of America's leading companies advertise in MODERN SCREEN regularly... and find it so profitable.

# DELL MODERN GROUP

## love in their Eyes?

In her "Good News" column in August MODERN SCREEN, Louella Parsons tells why the Lana Turner—Tyrone Power romance is Hollywood's hottest item. More inside stuff about the stars in this regular MODERN SCREEN feature.



## -the Jo<u>l</u>son-Crossy story



What does Al Jolson think of that up-and-coming singer Bing Crosby? Ed Sullivan interviews Al for the real Jolson story with a few surprises about his wife, his operation, and his career

# Wilde-time at Palm Springs



MODERN SCREEN invites you to Palm Springs, where there's a swimming pool in every parlor and where Cornel Wilde shows you how easy it is to enjoy life at only \$30 per day! Packed with pictures!

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# NOTE TO ADVERTISERS:

A good magazine attracts a good audience. And a good audience attracts good advertisers. It's as simple as that. Here are some of the advertisers who have been attracted to the more than 1,000,000 modern young women who buy MODERN SCREEN to the more than 1,000,000 modern young women who buy

ANDREW JERGENS CO.
BESCHNUT PACKING CO.
BRISTOL MYERS CO.
CARTER PRODUCTS INC.
COLGATE-PALMOLIVE-PEET CO.
E. I. DUPONT DE MEMOURS CO., INC.
JOHNSON & JOHNSON
H. J. HERIZ CO.

LEVER BRIGS, CO.
LIGGETT & MYERS TOBACCO CO.
MANHATTAN SOAP CO.
MILES LABORATORIES
PARKER PEN CO.
PROCTOR ELECTRIC CO.
PROSTOR ELECTRIC CO.
RAISTON PUBMA CO.
R. J. REYNOLDS TOBACCO CO.
REVLOM PRODUCTS CORP.

# She Stopped Dreaming!

It finally came true—the one thing Bette Davis dreamed about for years! In August MODERN SCREEN Hedda Hopper tells the story in an interview with Hollywood's proudest-new mother!

# WHEN JOAN CRAWFORD

She wore a big coat, dark glasses, and made a secret entrance. For Joan Crawford it was one of the tensest

moments of her life! Read the

story of a great actress who's

had two great careers!





They're a couple of strong, silent hombres—Jim Stewart and Hank Fonda—and they don't talk much Except about each other. Read the story of how these two stars were almost "rubbed out" by gangsters—in the old days when they were broke together.



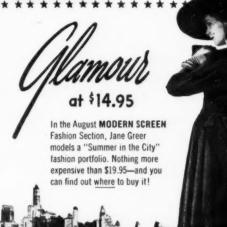
# james mason

Everybody expected James Mason to roar like a lion when he came to America Instead he turned out to be a regular fellow who has surprised—and captivated—everyone he's met! James Mason's fascinating life story appears in August MODERN SCREEN.

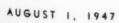


HE'D RATHER STAY HOME!

With nothing to hold him except a beautiful wife, cute kids, seven horses and a pool . . . Dick Haymes just hangs around his house. If you think Hollywood and domestic bliss are strangers, read this intimate story of a star who's happiest at home!



modern screen



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BEECHNUT PACKING CO.

BRISTOL-MYERS CO.

CARTER PRODUCTS INC.

COLGATE-PALMOLIVE-PEET CO.

JOHNSON & JOHNSON

H. J. HEMZ CO.

METERNATUMAL SILVER CO.

LEVER BRGS. CO.
LIGGETT & MYERS TOBACCO CO.
MANHATTAN SOAP CO.
MILES LABORATORIES
PARKER PEN CO.
PROCTOR ELECTRIC CO.
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In the August MODERN SCREEN Fashion Section, Jane Greer models a "Summer in the City" fashion portfolio. Nothing more expensive than \$19.95—and you can find out where to buy it!



modern screen



## O-AG TEACHER EXTENSION LEADER

· Back of many a farm purchase is a County Agent, Vo-Ag Teacher or Extension Leader. As friends, neighbors and farm management advisers to 6,000,000 farm families, these 18,000 key men are a collective power behind the American farm.
Recognizing this fact, leading na-

tional advertisers influence the "Influence Men" through consistent advertis-

START 4

ing in Better Farming Methods-Business magazine of farm leaders for 19 years.

18,000



WATT PUBLISHING CO., MOUNT MORRIS, ILL

# BULLETIN BOARD

#### **FTC Reappointment**

Does the Ayres reappointment mean the FTC trade conference program is shelved?

President Truman's reappointment of FTC Commissioner William Ayres was popularly interpreted as meaning that the President is not now backing up his protege, Commissioner Lowell Mason, in his vigorous fight for the trade practice conference plan of dealing with advertising and sales problems. Competent analysts, however, do not believe this is true-that reappointment of the 80-year-old Ayres was impelled by other considerations.

However, it does renew for the time being some of the internal FTC policy bickering, especially with reference to the trade practice plan. Commissioners Mason and Ferguson will continue to plug for it; Freer is "on and off"; Ayers and Davis are generally opposed to the plan.

#### Re Wholesale Inventories

Is it true that inventories at the wholesale level are beginning to reflect "recession"?

At mid-July, Commerce's Office of Business Economics completed a survey which showed that for the first time in more than a year inventories of merchant wholesalers in May failed to show a rise and remained at the April level after seasonal

adjustments.

Inventory declines were evident primarily in food, liquor, and drugs. Stocks of most other types of commodities increased fractionally. Before seasonal adjustment, inventories of wholesale dealers in May were estimated at \$4,781,000,000, an increase of 50 per cent over May, 1946. Sales of merchant wholesalers during May were estimated at \$4,948,000,-000, an increase of 14 per cent from May, 1946. Largest gain in sales was shown by the electrical goods group; jewelry and optical goods were one-fifth. Most other groups of durable goods showed increases. Wholesale sales of non-durables were up 4 per cent.

Manufacturers' inventories increased \$300 million in book value during May-a somewhat smaller increase than in recent months. Manufacturers held inventories valued at \$22.4 billion, of which \$11.6 billion was held by durable and \$10.8 billion by nondurable goods industries. All durable goods industries showed a rising trend in inventory holdings. Value of manufacturers' shipments continued to edge downward.

#### Consumer Co-op Future

What effect is the consumer co-operative situation likely to have in the sales field?

There's a lot of smoke and fire in this situation which should not be lost sight of. One of the latest pointers is the opening of an intensive drive by the American Federation of Labor to enlist all labor in the co-operative movement. "We must start at once to organize as consumers," says its July "Labor Survey." "Almost every AFL member spends at least \$800 a year on living necessities . . . Our 7,500,000 members, buying in consumer cooperatives and saving in credit unions, can be an immense power . . . "

However, Congress in its present mood may get ready to crack down on the co-op tax loopholes in next year's session. Opponents of the coop privileges were scheduled to get 12 hours of hearing during the last week of July before the House Ways and Means Committee, headed by Rep. Harold Knutson (R., Minn.), who is looking for "fair" revenue as well as tax cuts. Knutson does not like the whitewash report which was issued on co-ops last year by Rep. Wright Patman's Small Business Committee.

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#### Commerce Dept. Personnel

What has happened to the proposed new assistant secretaries of commerce?

Commerce Department gets only one new assistant secretary under Congressional authorization-to di-

SALES MANAGEMENT



A convenient, tip-proof base of colorful Lustron is the outstanding feature of this fast-selling Softol manicure set. Besides offering top sales appeal and real usefulness to the consumer, this base serves as an attention-getting display set-up on store counters... acts as a practical holder that protects against breakage while the set is packed in the box.

Like many another bright packaging idea, Lustron's uniquely combined qualities make this application profitably possible. You might do well to consider what this versatile Monsanto polystyrene can do for your product. Check the list of Lustron properties.

Get full Lustron information and packaging counsel from: MONSANTO CHEMICAL COMPANY, Plastics Division, Springfield 2, Mass. Lustron: Reg. U. S. Pat. Off.

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SERVING INDUSTRY . . . WHICH SERVES MANKIND AUGUST 1, 1947

#### LUSTRON PROPERTIES ESPECIALLY IMPORTANT IN PACKAGING:

Full rainbow range of sales-making colors — clear, transparent and opaque.

Light weight.

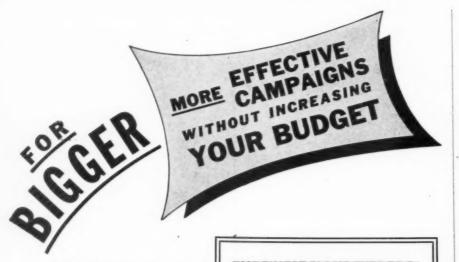
Dimensional stability.

Resistance to chemicals and moisture.

Low cost.

Adaptability to fast, economical, mass production methods.

Freedom from taste and odor.



Since they continue working years after they have paid for themselves—by investing only 10% of your advertising appropriation in Art-krafts\* dealer signs annually the fifth year you have the equivalent of an appropriation one and a half times as great as your actual expenditure.

A dealer sign program affords point - of - purchase identification,

# MAKES OTHER FORMS OF NATIONAL ADVERTISING 5 TIMES AS EFFECTIVE and can INCREASE YOUR SALES 14.6%\*\*

Some leading national advertisers budget more money for dealer signs than for any other medium.



#### IMMEDIATE DELIVERY ON QUANTITY ORDERS

For a quarter century we have regularly served countless leading merchandisers including Westinghouse, Frigidaire, Delco-Heat, Kelvinator, Shell, A & P, Pittsburgh Paints, Lowe Brothers Paints, Dupont, and many others.

#### THE FINEST SIGNS EVER PRO-DUCED AT THE LOWEST COST IN HISTORY

are now made possible by our new streamlined production methods. Exclusive Underwriter approved features include: Porcel-M-Bos'd letters raised out of the heavy sheet steel, producing a sign 75% more attractive and readable; all welded and electro-galvanized frame construction; bonderized and baked synthetic enamel or porcelain finish. No exposed bolts. Removable streamlined front end permits access to sign for servicing without use of tools. Rugged copper bus bar replaces insulated high tension cable. Tube sections rest on (not against) tube supports, effecting the first positive tube mounting. This provides a definite centering where tubes enter the sign, and makes unsightly bushings unnecessary. A heavy duty phosphor bronze spring clip on the end of the electrode has a fork-like end opening for easy, positive contact with the bus bar and quick removal for service. Cold cathode fluorescent tube grid illuminates dealer's name panel, eliminating lamp replacements. Certified audited records show Artkraft\* signs to be 999/1000 perfect over a period of years.

# TS.

#### THE ARTKRAFT\* SIGN COMPANY

Division of Artkraft\* Manufacturing Corporation
1000 Kibby Street Lima, C

Lima, Ohio, U.S.A.

#### SIGNS OF LONG LIFE\* for QUANTITY BUYERS

' Trademarks Reg. U. S. Pat. Off.

" Proved by actual audited research.

THE ARTKRAFT* SIGN COMPANY
Division of Artkraft* Manufacturing Corporation
1000 Kibby St. LIMA, OHIO, U.S.A.
Please send, without obligation, details on
( ) Artkraft* outdoor dealer neon signs
( ) Arthraft* Porcel-M-Bos'd store front signs.
NAME
FIRM

THIS COUPON FOR YOUR CONVENIENCE

rect the Bureau of Foreign and Domestic Commerce in furnishing aids to business men, foreign traders and economists. This will be an improvement since most of the basic economic facts are marshalled through this office and previously it has been under the thinly-spread supervision of the Under Secretary, Appointed last fortnight to the new job was David K. E. Bruce, who has been a special assistant to Secretary Harriman.

Harriman, due to budget cuts, has dropped all plans for an Office of Retail Distribution which was urged by an advisory committee representing 33 national retail trade associations.

#### **New Credit Restrictions?**

With the let-up in Federal Reserve credit regulations, is it true that the Government will use other means to hold down credit?

This time the pressure is coming from another source—the Federal Deposit Insurance Corp. which foresees a consumer credit volume three times greater than the 1929 peak, and is warning banks against "excessive" risks on consumer credit. FDIC officials are telling the banks that refrigerators, radios, large electrical and gas appliances, used cars and home repairs may turn out to be serious credit risks. They warn there will be danger of wholesale repossession and loss on high price items, if down payments are allowed to become too low-especially after cheaper competitive articles become plentiful and a lower-price economy is in the making.

#### Watch H.R. 3871

What is behind the reported move to take all FTC violation cases into the courts?

This move is worth watching. It is wrapped up in a bill (H.R. 3871) introduced by Rep. Joseph P. O'Hara (R., Minn.), which would wipe out the hearings procedures and the cease and desist orders utilized by FTC, and would require FTC to ask for injunctions against offenders in the federal courts. O'Hara claims that at present FTC is both judge and jury. There is some Republican support behind his idea, but if this bill makes any progress at all in this session of Congress it probably will be stopped in the Rules Committee.

YOUR SHIPPING CASE BECOMES A DYNAMIC
FLOOR DISPLAY...JUST AS QUICKLY AND
SIMPLY AS YOU WOULD COUNT ONE...TWO





Simple as counting one . . . two.

In a JIFFY and without help or a diagram, the upper half of the shipping case is removed. Then just as RAPIDLY the lower half is spread out with a light pressure of the finger tips to form an expanded basket...a complete advertising and merchandising unit, all set up for an attractive expanded display of loose merchandise...right along the line of store traffic and within reach of eager purchasers.

This economical GAIRanteed COMBINATION readily pays for itself as a shipping case and then returns dividends as a productive floor display.



Write for Complete Information About GAIRanteed Floor Display Stands

ROBERT GAIR COMPANY, INC.
NEW YORK • TORONTO

PAPERBOARD . FOLDING CARTONS . SHIPPING CONTAINERS

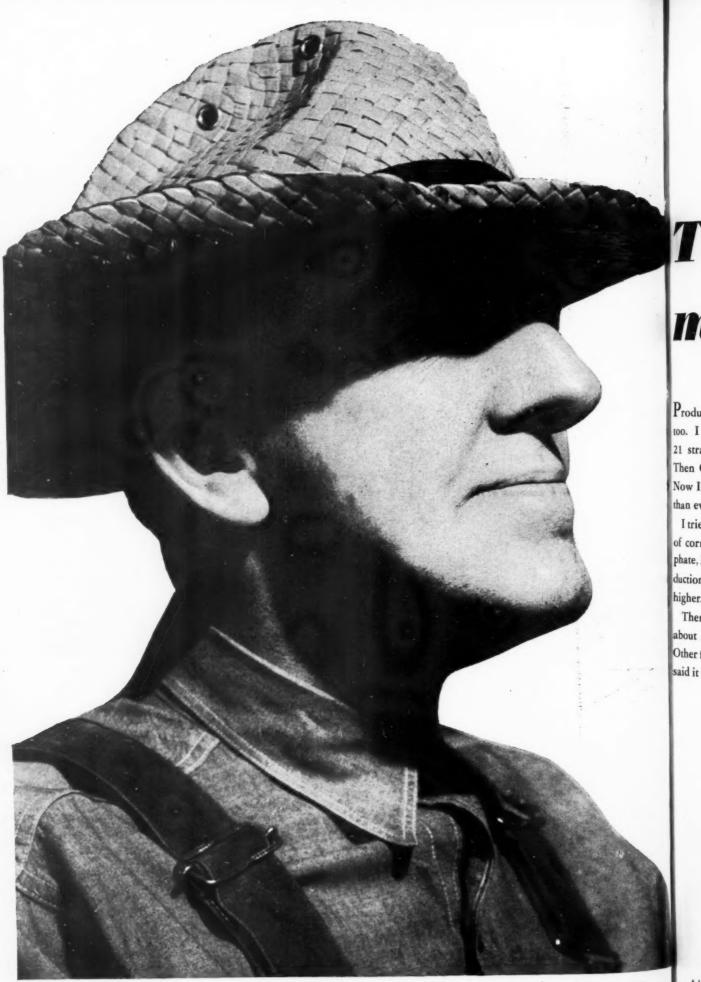
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SALES MANAGEMENT

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# That one page ended my 21-year search\*

Production troubles? Sure, farmers have them, too. I set crop standards on my place, but for 21 straight years I missed my goal for corn. Then Capper's Farmer put me over the hump. Now I've got more confidence in that magazine than ever! Here's why!

I tried everything I knew to grow 100 bushels of corn per acre—for instance, rotation, phosphate, limestone, and hybrid corn. I raised production from 37 bushels into the 60's—and even higher. But there I stuck.

Then I found it—an article in Capper's Farmer about a method to get "hundred-bushel" corn. Other farmers were using it, and Capper's Farmer said it was good. That was enough for me! I got

the leaflet on the method and went to work.

There were two big changes I had to make—closer spacing and reduced cultivation. That did the trick! Now I'm a "hundred-bushel grower" every year.

That's why I say that Capper's Farmer is the magazine a farmer can really count on:

\*Based on an actual history from Capper's Farmer files.

Capper's Farmer is the magazine 1,300,000 top farm families in Mid-America rely on for practical, profitable help. No wonder it's such a vital influence in their lives . . . and no wonder ads in Capper's Farmer have such selling power. They're received with the same confidence as Capper's Farmer itself.

The Magazine Farm People

Believe in . . .

Capper's Farmer

TOPEKA, KANSAS



#### Fortune announces

# THE EXECUTIVE FORECAST

Since business began, businessmen have sought the views of other businessmen on what is ahead. So have journalists, economists, professional "business forecasters," and the general public. That is not because business executives are endowed with a special gift of prophecy, but because it is the businessman's job to make judgments on what markets, prices, costs will be like in the future, and because he is in a strategic position to do it. And what businessmen expect, through its effect on business plans, inventories, and investment has itself a bearing on what

business will be like. The businessman makes forecasts and his forecasts, in turn, make business.

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With the publication of its first "Executive Forecast" in the August issue, FORTUNE lifts the search for the businessman's view of the future out of the half-world of conjecture, isolated statements of individuals, New Year's day interviews, and subjective references to what "they" are saying in "financial circles," in the "hard goods field," in "Worth Street," or in "informed quarters,"

Here are the specifications of the Executive Forecast:

- 1 It is based on returns from more than 30,000 carefully designed ballots mailed to members of FORTUNE's seven-year-old Forum of Executive Opinion.
- 2 It covers completely the views of responsible business management. The sample, by statistical standards, is generously large. Careful checking of the participant's title and corporate affiliation, insures complete coverage of responsible management. All sections of the U.S. are fully represented.
- 3 The major categories of business—manufacturing, transport, finance, commerce—are polled in sufficient numbers to make possible accurate comparison of the views of businessmen in different lines.
- 4 Forecasts are tied to expected movements of such standard business indicators as The Federal Reserve Index of Industrial Production, the cost-of-living index of the Bureau of Labor Statistics, and the official estimates of unemployment. Hence there is a minimum of reliance on such general phrases as "business outlook" while such other terms as "moderately up" and "sharply down" are given definite quantitative value.
- 5 Executives report not only their expectation for business as a whole but also the outlook for their own firms. The latter are the working forecasts on which the executive is basing his own business planning.
- 6 An assurance of complete anonymity enables businessmen to report with freedom and candor not only on the general outlook but on their own business plans and prospects.

Fortune believes that the Executive Forecast will prove one of the most valuable business services of the decade—a comprehensive and authentic report on what businessmen in every important sector of the economy are actually expecting. Volume 1, Number 1, of the Executive Forecast appears in the August issue.

#### **Fortune**

By subscription at \$10.00 a year FORTUNE, 350 Fifth Avenue New York 1, New York

## SIGNIFICANT TRENDS

As seen by an editor of Sales Management f or the fortnight ending August 1, 1947

#### STEERING THE SALESMAN

In glancing over copies of salesmen house publications which come to the SM editorial offices, I am amazed at the small number which contain any information about either general business conditions or conditions in the vertical industry in which a given company may operate. Several times every day the salesman is rebuffed by buyers who conjure up all sorts of fears as reasons for not buying—the country is going to become involved in another war, a depression is in the cards, purchasing power is folding up, there's a buyers' strike on, inventories are too high—and perhaps a dozen other assorted fears, real or fancied, which are given as reasons for not buying, and which have no direct relationship to the product or service which the salesman is trying to sell.

It would seem to be sound sales strategy to direct the salesman's thinking into right channels by sending him at frequent intervals condensed facts which may help him to answer some of these general objections.

I don't think that it's safe to assume that the average salesman is a careful reader of the business and financial columns of the best newspapers, nor does he always have access to magazines and Government reports which contain the most up-to-date facts and figures on the Nation's economy.

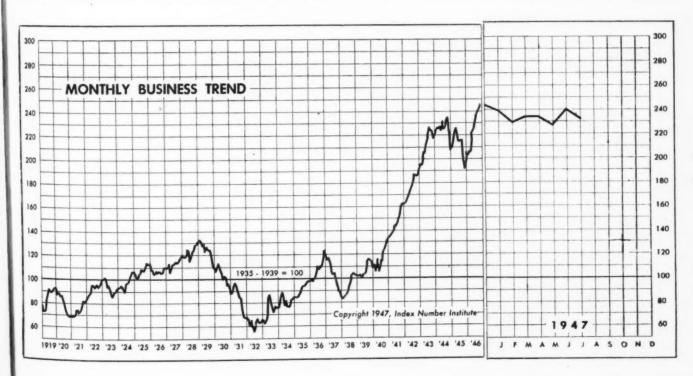
The salesman hears that the construction boom has fallen flat on its face. Does he know (as will be illus-

trated in a Marketing Pictograph in this magazine, August 15) that both the dollar value and the square feet of floor area of construction during the first half of the year ran far ahead of such normal years as 1939 and 1940, even if they didn't quite come up to the very rosy hopes expressed by certain oracles?

**Or take form prices:** Fear of a collapse of farm prices and of farm income was generally cited last fall as likely to be the major factor in a 1947 depression. Do your salesmen know that the farm income figures reported by the Department of Agriculture for the first half of 1947 show a gain of roughly 25% ahead of the same period of 1946?

Do they know that retail trade, for which "collapse" was also predicted, is holding at record dollar levels with indications that the 1947 total will exceed \$105 billion as compared with \$96 billion last year and only \$42 billion in pre-war 1939?

Do they know that the Roosevelt-Wallace dream of 60 million people employed by 1950 (generally labeled at the time as fantastically high) was actually realized as of the 1st of July this year? Do they know that confidence of business in the future is indicated by the estimate of the Securities Exchange Commission that plant expansion for the current third quarter will reach a record of \$3.9 billion or more than 60% higher than



THE FINAL COMPUTATION of the Business Trend for June is 240, as compared to our preliminary figure of 235 reported last month. Greatly increased business spending, which more than outweighed the slight decline in new orders, accounted for the rise in Business Trend to its highest level since December 1946. The

preliminary estimate for July is 232. This return to about the April figure occurred because of slight decreases in new orders and business spending. It is possible that both the sharp June rise and the July decline represent new seasonal influences of paid vacations for workers.

ENT

in the pre-war high of 1929? Do they know such little bits and pieces (which put together, add up to a staggering whole) as that the GI's will have an extra \$2 billion to spend this year when they cash their terminal-leave bonds, and that during the next year, GI's will get almost as much cash money from participating dividends on their Government insurance?

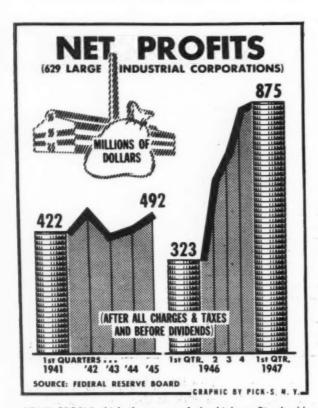
In the stormier days to come, salesmen are going to need more help in preparing sound answers to objections. Why wouldn't it be a good idea for you to assign to one man in your department the job of preparing regular bulletins on current economic facts?

One sales manager, commenting on the page of "Comment" in our July 1 issue under the heading "Are the People Scared? No!" says, "I wish you could send a reprint to all the salesmen in America. It's too bad we can't find a way to have similar articles reach top management every Monday just ahead of those pessimistic "dope" sheets.

#### **U. S. CHANGES INCOME MEASUREMENT**

A new statistical approach to income measurement has been adopted by various Government agencies after five years of preparatory work, and all income estimates from 1929 to date have been revised sharply upward. The purpose of the revised method of calculation is to produce a clearer, more accurate statistical picture of the Nation's output of goods and services, of income distribution and expenditures, and to bring the United States method of presenting statistics closer to those used by most English-speaking countries such as Canada, England, Australia, and the Union of South Africa.

Two of the most striking changes are the inclusion



SOME PEOPLE think that more of the high profits should be passed on to consumers in the form of reduced prices. See "Significant Short" for results of a Gallup Poll. of corporate profits before taxes rather than profits after taxes, and an estimate of the imputed rent on owner-occupied dwellings.

One of the most significant results of the concept has been to show a drop in national income for 1946 from the war peak. Under the old method, national income was shown rising from \$161 billion in 1945 to \$165 billion in 1946. But the revised report shows a drop from \$182.8 billion in 1945 to \$178.2 billion in 1946. This came about largely from the inclusion of corporate profits before taxes, rather than after taxes. Under the previous system of deducting taxes before estimating net corporate profits, the income from profits was shown rising from \$8.9 billion in 1945 to \$12.5 billion in 1946. The revised calculations show corporate profits, before taxes, rising from \$20.2 billion to only \$21.1 billion.

Readers interested in a complete explanation of the changed reporting method should send 25c to the Super-intendent of Documents in Washington for a copy of the special report, "National Income and Products Statistics of the United States." This report contains revised tables and charts covering the years from 1929 to 1946. The revisions for early months of 1947 will be forthcoming in issues of the Commerce Department's, "Survey of Current Business," and the Federal Reserve Bulletin will also in the future carry the revised tables.

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#### YOUR BUSINESS ONLY TEMPORARY

Everything from toy guns, a dwarf, a giant, to longstemmed American Beauties from Billy Rose's Diamond Horseshoe chorus line were used by Jack Brennan of Standard Outdoor Advertising, Inc., in a feature talk he gave the past fortnight before the New York Sales Executives Club.

For sheer showmanship, it eclipsed any presentation ever put on before the group. If you should hear that the show is going to be put on in your city or anywhere within a couple of hundred miles, it is worth a trip. In this presentation Brennan sells outdoor advertising, and you'll get some good ideas for putting more socko into your own sales presentation.

Toward the close, he buttoned the presentation up very neatly for every member of the audience when he said, "I don't know what the condition of your business is today, but whatever it is, it's only temporary."

Think that one over. It's a good cure for smugness.

#### SIGNIFICANT SHORT

Are profits too high?: The majority of Canadians, like their cousins on this side of the border, believe that excessive business profits are the principal cause of high prices. In a recent Gallup poll in Canada, 55% blamed big profits, 26% high wages, 9% shortages, and the rest gave various reasons . . . A conservative Washington news letter last week described as "scandalous" reports of the profits of certain corporations for the first half, and comments that few of the companies with heavy earnings have passed their prosperity along to the public in the form of lower prices.

PHILIP SALISBURY

SALES MANAGEMENT

## Buyers Balk in Face of High **Prices and Shoddy Quality**

A new survey reveals that the public is smarting under disappointments arising out of purchases of poor-quality products . . . and that 43% are postponing buying of specific items because they believe prices will soon dip.

Prices are too steep and quality is too "cheesy."

Nine little words explain a very large proportion of today's buyer re-Admittedly, the situation sistance. from industry to industry is spotty, but this is the way the public feels in general. And many purchases are being deferred because Mr. and Mrs. America feel that way.

To get a quick and current picture of the reasons for buyer resistanceand a corollary picture of the effect on current sales— SALES MANAGE-MENT in June commissioned National Analysts, Inc., to conduct a survey to see what could be learned about people's reactions to present price levels, and to probe into the matter of recent purchases which buyers regard as unsatisfactory.

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The approach boiled down to five lines of inquiry:

1. How do people in general feel about prices?

2. What, if anything, are those who object to high prices doing about

3. What experiences have people had with recent purchases where quality has been low?

4. What did they do about it?

5. How has experience with poor quality affected people's action in regard to the make or brand involved?

Highlights of the findings are condensed in the box to the right.

Here are National Analysts comments on the trends the survey revealed:

How people feel about prices. Almost half of the public believes that prices will drop within the next 12 to 18 months. This is the major finding about the public's belief concerning price levels, as revealed by Question 1. The table of replies is:

"Do you think prices on most commodities will drop, remain the same, or increase during the next 12 to 18 months?"

Remain the same Increase 16.3 Don't know 13.6

There is apparently a fairly general feeling, then, that prices will be dropping. It was not within the scope of this survey to find out whether people thought that this would be merely a re-shifting of price levels, or whether they believed that a recession or depression was on the way.

What people are doing about prices. The belief that prices will drop is accompanied by action. Those who tend to think that prices will drop not only are holding off on purchases, but they are, where possible, spending money on repairs to make the commodity last longer, and are shopping around from store to store.

When those who said (Q. 1) that they thought prices would drop, or that they didn't know, were asked about what they were doing about it:

-70% said that they were postponing the

purchase of one or more items.

-58% said that they were spending money on repairs rather than replacing the item.

55% said that they were shopping around from store to store to get the

-26% said that they were buying less expensive merchandise as a temporary substitute.

23% said that they were buying substitute brands because of the price of the preferred brand.

Of course the alternatives are not mutually exclusive; a person may be

#### Highlights of the Survey Results

- 1. Almost half (48%) of the public believes that prices will drop within 12 to 18 months.
- 2. Some 43% of the public have postponed the purchase of I or more products due to this belief.
- 3. Home appliances, automobiles, and real estate are the principal products feeling this postponement.
- 4. Almost every other person (45 products per 100 people) has had a recent experience with an off-quality product.
- 5. Some 44% of items mentioned in this connection were clothing.
- 6. Most people who had had such an experience (62%) took the easy way out-complained to the retailer, or refused to deal further with him.
- 7. Almost 40% who actually complained report that the complaint was poorly handled. And 30% report that no adjustment was made.
- 8. Among cases where an adjustment was made, 18% were unsatisfactory to the customer.
- 9. Some 55% of those who experienced an unsatisfactory product will not purchase that brand again: 67% will never recommend the brand to their friends.

doing more than one of these things. In addition, the second possibility may be one type of action concurring with the first. But the list in general is

significant.

The percentages just given refer to the proportion of those who believe prices will drop who are taking each step. When the per cents are recomputed on the basis of total people interviewed, so that they now represent the proportion of the entire public who are taking each step, they are still sizeable:

-43% have postponed the purchase of

one or more items.

-36% have spent money on repairs instead of replacement.

-34% shop around for the best price. -16% buy less expensive merchandise as

a temporary substitute. -14% buy a substitute brand because of the price of the preferred brand.

It is impossible to convert this into any index figure, but the results certainly indicate that the trading level in the United States would be considerably higher if the public believed that prices were reasonable.

There are certain types of commodities, in particular, whose sales are being most affected by the belief in coming lower prices. When those who indicated a belief that lower prices were coming were asked what products they had postponed buying because of this, the replies were:

% of 1006 Respondents

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Home appliances	31.9
Automobile	22.5
House, real estate	12.9
Furniture	9.3
Clothes	7.2
Home furnishings	6.2
Home installations, re-	
modeling, refinishing	3.6
All other	3.1

The automobile received most mentions for a single product. Replies for home appliances were spread over radios, washing machines, refrigerators, ranges, and miscellaneous appli-

Consider what this means in the way of expanding markets. If prices come down to what the consumer thinks reasonable:

-1 of 3 families, on the average, will be buying an appliance.

—1 of 5 families will be buying an

automobile.

- -1 of 8 families will be buying a house. -1 of 10 families will be buying furni-
- -1 of 12 families will be buying clothing. -1 of 16 families will be buying home furnishings.
- -1 of 25 families will be doing installations, remodeling or refinishing around
- 1 of 33 families will be making some other purchase.

Putting it another way, if prices were lowered to what consumers think a reasonable level, the average family would be buying an additional item (actually .968 items).\* almost half of the families (40%) this would be a major purchase where over \$1,000 was involved.

Experience people have had with off-quality products. About 45 of every 100 families, on the average, have had a recent experience with an unsatisfactory product. This was revealed by the fact that some 448 product mentions were obtained from 1,006 persons asked this question:

"Will you please tell me about the last three purchases which you or your family made for personal or family use, where the product was originally unsatisfactory, although you may or may not have had it adjusted by now?"

Of all items named in this connection, the following percentage was obtained as unsatisfactory:

-Clothing	44.2%	Hardware	5.1%
-Home Ap- pliances	15.2	-Automobiles	3.8
-Home fur- nishings	7.8	-Other Au-	
-Furniture	7.8	tomotive	2.3
-Meat or other food	6.9	-Miscel- laneous	6.9

Putting these figures in other terms, it means that about 20% of the entire public have had a bad experience with clothing, 7% with home appliances, 4% with home furnishings, 4% with furniture, 3% with meat or other foods, 2% with hardware, 2% with automobiles, 1% with other automotive products, and 3% with miscellaneous products.

Certainly this is a poor record, especially for clothing, which accounts for almost half of the unfavorable mentions.

What people are doing about offquality products. When people have purchased unsatisfactory items, they do something about it. Rather interesting is the fact that in general, some 62% take the easy path of attaching immediate blame on the retailer, and only 36% on the manufacturer. This conclusion is reached by totaling mentions connected with each when people were asked, "What have you done about the fact that it was unsatisfactory?"

Total unsatisfactory items	100.0%	
Refused to make further		
purchases at that store	15.0	
Complained to store	47.1	
Total mentions of store		62.1
Refused to buy brand		
again	32.1	
Complained to manufac-		
turer	3.8	
Total manufacturer		
mentions		35.9
Other action	1.1	
No action	19.0	

This interpretation must be tempered by the fact that it is easier to get in touch with the retailer than with the manufacturer. But this very ease makes the action directed towards the retailer rather than the manufacturer.

There is an amazingly large proportion of people with complaints about the product who feel that a proper adjustment was not made. Fully 38.9% of those who complained to the store or to the manufacturer believe that the complaint was not satisfactorily handled. No public relations department could interpret this as a satisfactory figure.

There seems reason to believe that those who said that the complaint was poorly handled were those who reply that no adjustment was made, since some 30% said that no adjustment was made. And even among those cases where an adjustment was made, some 18% say that it was unsatisfactory! It appears that the day of the implied guarantee of products has passed. But if the feeling of consumers has anything to do with it (and what sales manager doubts that!) the passing is temporary. This is shown by reactions listed in the next paragraph of this report.

Effect of experiences with offquality on attitude toward brand. Earlier it was reported that only 36% seem to attach blame for unsatisfactory products on the manufacturer. This was tempered with the statement that it was easier to get in touch with the retailer than with the manufacturer. The fact is that the consumer who has had poor experience with an item may not get in touch with the manufacturer, but the manufacturer feels his ire for all that.

Some 55% of such people, for instance, report that they will not buy the brand again. Some 67% say that they will not recommend the brand to their friends.

All this means that although very few of these dissatisfied customers get in touch with the manufacturer, they will still have a tremendous bearing, both directly and indirectly, on his future brand sales.

This brings to mind the old merchandising advice:

-don't sell merely for today; sell for tomorrow!

Too many American businessmen seem to have forgotten that principle. They may have to relearn it the hard

(See page 89 for a summary of the research technique used in conducting this survey.—THE EDITORS.)

<sup>\*</sup> The 1,006 people named 968 items.

# 24 OTHER SOREHEADS TO EVERY

WHO COMPLAINS

You get a letter of complaint: The product's wrong or the service has run amuck. You know that customer is sore and you try to make amends.

But is he just an isolated case? No, he isn't.

There are 24 who feel just as bitterly, but they don't bother to tell you about it. They take it out by refusing to buy, and by damning you to their friends.

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# WHAT HAPPENS WHERE THE

PRODUCT IS UNSATISFACTORY

100 items prove unsatisfactory to 100 consumer purchasers

15 refuse to make further purchases at the store

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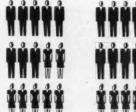
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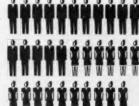
32 say they'll never buy that brand again

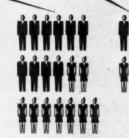
47 complain to the store

19 do

4 complain to the manufacturer







(Note: Actions add up to more than 100 because some people do more than one thing)

# MOST COMPLAINTS ARE HANDLED SATISFACTORILY

About one half of all dissatisfied consumers complain either to the store or to the manufacturer (12 to the store to every 1 to the maker.) What happens then?

O. K., WE'LL FORGIVE AND FORGET NUTS TO THAT PRODUCT: NO MORE FOR ME!



0%

R

60%

PICTOGRAPH BY
Solor MANAGEMENT



Source: Study by National Analysts, Inc. for SALES MANAGEMENT



PUBLIC RELATIONS ... PUBLICITY ... ADVERTISING ...

do they belong together on a railroad? The New Haven R.R. didn't know eight years ago. But Samuel A. Boyer, assistant vicepresident, thought so-and did plenty about it. Boyer promoted special Hobby Trains for all seasons. Then he printed a monthly publication, The Rider's Digest, put it on all trains. Next he hired a trained educational specialist who got together a group of key New England educators. They made trips to shops and other centers, attended lectures, were given background on modern railroading, which now is part of school curriculum throughout New England. For this he won for the New Haven the '45 Award of American Public Relations Association for "meritorious . . . performance in the . . . transportation industry." Finally he established a unique news reporter service with publicity men located at all key centers of Southern New England. Boyer took a leading part in pioneering the public relations type of advertising which helped prepare the country for the impact of war. "The Kid in Upper Four" was a notable example. Result—another award. A Kansan, he now lives in an old Mass. farm house.

# They're in

INCONSPICUOUS? . . . "Nuts!" says Charles Foster, 35-year-old enfant terrible who's prexy of American Spectacle Co., Inc., senior-partner of Charles Foster & Co. He's tired of spectacle frames that look like imitations of "the backs of old turtles." The daring Charley got out of Dartmouth mid-depression. Three years later he was v.-p. of American Spec. A fast man with a laugh or an idea, he parlayed the venerable (75 years) A. S. into upper spheres, swung Charles Foster & Co. into High Fashion with spectacle frames that boast lace, fabulous golden materials polka dots, imbedded between layers of plastic. To keep his operations flexible he built his own plastic plants. Also, he out-Parkers Dorothy by cracking, "Men will pick up checks for gals who wear specs!" Another success-secret: "When you sell a guy, show him how to move the merchandise." A notorious practical joker, he loves to shock people. Once made a Lucite mouse trap (the better one) to beat a path into executives' inner-sanctums. See page 82 for samples of his products and his ingenuity.





"GO EAST, YOUNG MAN" . . . someone once admonished Lewis Allen Weiss. He decided to make the trip-it took 45 years. When the advice was proferred Mr. W. was residing in Chicago—he was born there. To get to New York on a permanent basis he had to detour via California. Until recently, when Mutual Broadcasting System made him its Chairman, his habitat has been Los Angeles where he was vicepresident of Don Lee Network. This new appointment makes him the first man from the Pacific Coast ever to head one of the country's four major networks. Now where Television is concerned Lew Weiss takes a long view. He refuses to jump on the bandwagon without first explaining that he's not just along for the ride. Recently confounded the pink-glass onlookers by announcing that he doesn't see Tele on a full commercial scale for "at least three or four years." That's Lewis Allen Weiss-says what he thinks. Which is why he's more in demand on a speaker's podium than a pitcher of ice water! Here he accepts another award.

## the News

"100 LICKS FO' DE FAMILY . . . 500 fo' de company," was the way the autocrats in Southern kitchens used to make Beaten Biscuits. And that's the way Mary B. Meritt makes them-in carload lots. Twenty years ago when Mrs. M. suddenly found that she had to make a living for her two children she remembered the small, handoperated machine for making the hard, delicious biscuits they serve down in the You-All Belt. She became, literally, the family bread-winner, starting on the proverbial shoe string. Eight times she enlarged her kitchen, finally built a full plant. Presiding over the ovens is the same Negro man-then half-grown-whom she called in off the street to help her. Now she employes 32 people, ships her biscuits to all the 48 states, is resuming export to England. No matter how large the order she still makes the product in small batches. With her son as sales manager, they went tradition one better. The Merritt biscuits are made in all shapes; tiny cocktail ones, long hors d'oeuvres ones, and even a whole wheat variety. The "company" still gets 500 licks!

By Harry Woodward, Jr.





# National Brands Now Get Full Recognition in Kroger Chain

Based on an interview by Dwight L. Bicknell with JOSEPH B. HALL . President, Kroger Co.

Why did the Kroger Co., third largest grocery chain in the world, and one of the strongest advocates of private brands, switch its policy of selling to give equal emphasis to nationally advertised brands in its 2,600 stores scattered throughout 18 midwestern and southern states? Why did Joseph B. Hall, president of the chain outfit, dream up one of the largest promotional campaigns of its kind to announce this change to the public, discarding scores of private brand names upon which the company had spent thousands and thousands of dollars?

The answer cannot be given in one word or one paragraph, but Mr. Hall comes pretty close to answering it with a phrase which he says sounds better coming from a politician than from a businessman. It was because Kroger decided to cater to "the People's Choice."

Mr. Hall explains that for many years the chain grocery held an advantage because of its ability to purchase goods in carload lots and larger; this in part accounted for the rapid expansion of chain groceries. But these buying advantages have become less important in recent times. Restrictive legislation and cooperative buying, he says, have narrowed the chain's margin of advantage. "Now," he says, "Kroger finds itself placing emphasis where it should always have been placed—on selling. Or, perhaps I should say merchandising-which, in its strict sense, includes both buying and selling."

Kroger was doing all right with its private brands—ranging from meats, to bread, preserves, bakery goods and breakfast foods; in fact, Mr. Hall can show you reams of statistics to prove that the margin of profit was larger on Kroger's pri-

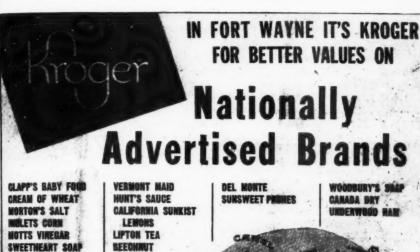
vate brands, but there was the matter of turnover to be considered.

In the grocery business, volume of sales depends on getting stock off the shelves as many times as possible in a given period of time. Kroger's private brands were doing the job when it came to profit margin, but that matter of turnover wasn't up to snuff, especially in competition with nationally advertised brands. Not only that, but there was the factor of sales promotion costs of private brands in each locality competing with the much larger advertising and promotion appropriations for nationally known products.

Mr. Hall decided to take advantage of the tremendous advertising and promotional effort that had been behind national brands and, after a series of conferences, the new policy was adopted.

Getting back to that "People's

"THE PEOPLE'S CHOICE": Kroger tallied the votes in terms of turnover and found nationally advertised brands the winner, Result: Buyers now have their choice of national or Kroger brands. Kroger's initial brand name promotion ties in with the "Advertised in Life" (left and below) theme, "Today we are interested in selling the consumer what she wants."



WOODRIDY'S SILE CANADA DRY SUNSWEET PHINES





SWAN SOAP KLEENEX SWANSDOWN CAKE FLOUR WELCH JUICES LIFEBUOY SOAP OLD GOLDS AUNT JEMIMA CERTO LUDEN'S FRENCH'S BIRD SEED CHEERIOS LIPTON'S SOUP BORDEN'S HEMO

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QUAKER DATS FRENCH'S MUSTARD ARMOUR STAR BACON BRER RABRIT MOLASSES WORCHESTERSHIRE SAUCE SMITH BROS, COUGH DROPS WINDEX MAXWELL HOUSE COFFEE WRISLEY'S SOAP MODESS MOTT'S APPLE JUICE LEVER BROS. SOAP KOTEX

KRAFT CHEESE

POST-TENS COCOA MARSH LIBBY'S TOMATO JUICE PALL MALLS LIFE SAVERS GEM BLADES PHILIP MORRIS SWIFT'S PREM POST'S CEREAL ARMOUR CANNED MEATS LI SAUCE FLORIDA CANNED FRUIT JUICES CLARK GUM SANKA

RITZ CRACKERS

SOFTASILK OVALTINE -RED HEART CLORGX SANI-FLUSH LIBBY'S DEEP BROWN BEANS COCA-COLA SWIFT'S HAM AND BACON **CAMPBELL'S SOUPS** SHINOLA TENDERLEAF TEA

Tomorrows Watch



Choice" slogan, Mr. Hall explains it this way:

'Today we are interested in selling the consumer what she wants. If she wants national brands, we have them. If she wants Kroger brands, we have them. If she wants price merchandise, we have it. The customer selects the products she desires, for the trend in our business is toward self-service. The Kroger salesman is no longer in a position even to influence-let alone determine-the customer's choice.

"When Mrs. Smith walks along our aisles she sees Maxwell House coffee, Chase & Sanborn coffee, Beech-Nut coffee and other coffees including, of course, Kroger coffee. If, to her, Maxwell House advertising has been the best coffee advertising, she will pick out Maxwell House coffee. And if the product lives up to its advertising, she will continue to purchase it-at least until some even more effective advertising comes along. And so with advertising of other brands.

"We operate a merchandising democracy. The customer does the voting-and she votes every day. For the decision of the voters, Kroger is not responsible; we do not stuff any ballot boxes. Our cash registers are guaranteed to make an honest count.'

In other words, Mr. Hall says, while Kroger will continue to sell Kroger brands, the company will make sure that its shelves are well stocked with nationally known brands. More than that, promotion and merchandising will not be directed at any brand to the exclusion of others.

"But even if we were not so thoroughly sold on the self-service store, our policy would still be to give the Inationally advertised product a fair

SHREDDED WHEAT

break," Mr. Hali continues. "You must remember that we deal with a great many people—there are Kroger stores in 18 states and in 1,500 cities and towns. We estimate, conservatively, that we serve at least one million families—which means nearly tour million people."

Having made the decision regarding nationally advertised products, Kroger set about to re-cast its own setup to give proper emphasis to the new sales policy. The company was operating extensive packing house properties and supplying its own fresh meats in many of its stores; these were sold.

A large number of Kroger's brands had been "pushed" under almost 50 different brand names. Many of these were discarded and the name "Kroger" adopted for the company's top quality private brand items. Instead of attempting the double job of obtaining private brand acceptance and of telling the customer where to buy it, the "Kroger" label does the job in one operation.

The organizational setup of the company was also changed. In order to generate more selling power, Mr. Hall combined buying and selling in one man—the merchandiser. This man was made responsible for buying what he could sell and for selling what he bought; there was no more "passing the buck," such as sometimes occurred when one man bought and another sold, Mr. Hall explains.

#### Staff Changes

The changes were started at the branch level (Kroger has 26 branches.), and three product merchandisers were appointed in each branch: for grocery, for produce, and for meat. Supplier salesmen who contacted the branches, interested in having Kroger buy their products, also were able to discuss their sales. And suppliers are interested in selling merchandise to consumers, not in stocking shelves!

The organizational changes extend to the main office in Cincinnati, where one man, formerly the grocery buyer, is named director of grocery merchandising, responsible for grocery selling as well as buying. The four thousand and more items in his department are grouped into five divisions, with a merchandising manager over each division. These men contact sources of supply—actually visit the offices of the suppliers—a departure from the old concept, that of the salesman who sold to the grocer on periodic visits.

By constant contact with the sources of supply, Mr. Hall believes

the company is in better position actually to know the conditions which exist in the field and thus do a better job, not only of buying, but also of selling. The same organizational setup is established for the meat and produce departments.

Mr. Hall says: "In addition to contacting the sources of supply, our merchandisers visit our branches to determine how the products they have purchased sell—and to be sure that they do sell; they must also watch inventory to assure proper turnover. The accomplishments of these merchandisers are measured in terms of sales and gross profits of the products in their group.

"Our job is to move merchandise through the stores—fast. And we do



JOSEPH B. HALL: "We want Kroger to be the best store in which to buy national brands as well as other merchandise . . . HQ for food dollars.

that job by following the line of least resistance. It isn't what we want to sell to the public; it is what they want to buy. Try to sell Mrs. Smith something she doesn't want and you do not have merchandise—you have inventory!"

Such a sweeping change of selling policy called for a dramatic promotion to tell every Kroger customer what the company was doing. The Sales Promotion Department was charged with preparation of the newspaper and radio advertising campaign, the procurement and distribution of the many tons of display materials. Then, there was the not inconsiderable task of educating and stimulating 22,000 Kroger employes in those 1,500 cities and towns.

Mr. Hall says it was most important that all employes knew just why Kroger policy was to feature national brand products; since they were the points through which the customer was reached, the employes' enthusiasm and understanding had to be the key to the long-range success of the operation. The initial promotion of "Advertised in Life" was chosen and

store displays, throw-aways, placards, pennants and other material were built around this theme.

A series of preliminary tests were conducted in the company's stores in Lexington and Louisville, Ky. In Louisville a group of products which had not been advertised in *Life* were placed on sale, as a check against the Lexington test, which featured products promoted in the magazine advertisements. The results confirmed the company's decision.

#### **Arouses Curiosity**

w tl cot lin n ( a t

In addition to newspaper mats and proofs of advertisements, each store received about 40 pounds of printed material—pennants, posters, etc., for its own display. Branch managers, amid some secrecy, were let in on the plan early, and about eight weeks were consumed in the indoctrination of the store employes. The early secrecy was for the purpose of preventing competition from possibly stealing the ball and to also arouse curiosity on the part of the personnel.

The initial date of April 21 had been "plugged" by local teaser advertisements and spot radio announcements; stunts locally devised and executed kept the interest alive. Stores were decked out with the red and white "Advertised in Life" for each national brand product, besides the blue and white "house colors" of Kroger.

As a supplement to point-of-sale displays, advertisements were run in 1,163 newspapers and more than 1,000 radio announcements were used. Window banners, blowups of Life's advertisements and enlarged covers of the magazine were used liberally throughout the campaign.

Mr. Hall says the initial promotion hit the jack pot, and the campaign is being kept alive by individual store promotions and variations of the original scheme. He says, "Today, in our main office, we keep careful track of our national brand position throughout Kroger territory; sales of nationally advertised merchandise offer our best check on where we stand in the public's favor. We want Kroger to be the best store in which to buy national brands, as well as other merchandise. We want Kroger to be the headquarters for the consumer's food dollar.'

By taking advantage of the sales turnover potential of nationally advertised products, by releasing some of its own promotion budget for use elsewhere, it appears that Joseph B. Hall and the Kroger Co. really had something when they decided to go along with "the People's Choice."

#### New Way To Sell a State to Industry

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Whirlwind rail tour brings Oklahoma's story to eastern businessmen.

One hundred and seventy Oklahoma businessmen are back home now with fists full of live prospects for the State of Oklahoma. They've just completed a barnstorming sales tour through 11 major Eastern cities in 18 days. These men were out to "sell" Middle Western and Eastern industrialists on the advantages of manufacturing and distributing in Oklahoma. This whirlwind tour was a deadly serious \$200,000 promotional effort.

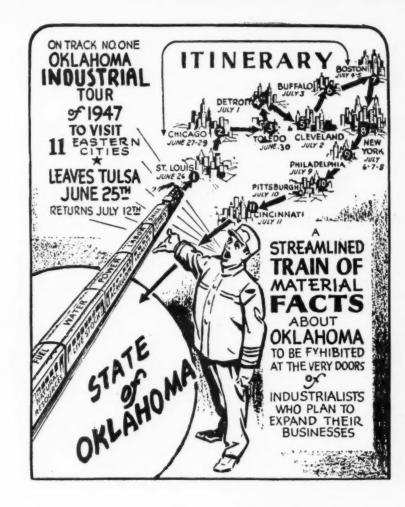
These Oklahomans put their sales story and themselves aboard a special 19-car train and took the state's story to businessmen in St. Louis, Chicago, Toledo, Detroit, Cleveland, Buffalo, Boston, New York, Philadelphia, Pittsburgh and Cincinnati. They put \$50,000 into turning four baggage cars into sales rooms where visiting businessmen could see and hear the story of Oklahoma's natural resources and facilities.

Making one-day stands in most cities with a three-day visit in Chicago and two days in New York, the Oklahoma train "played" to crowds of 250 to 900 businessmen—the top managers the state wanted to reach—each day. Titles of visitors ran the gamut from chairmen to department managers. They were among the 17,000 men to whom the Oklahomans sent special invitations. The general public was not admitted

This was low-pressure selling. These Oklahoma salesmen included former governor Robert S. Kerr, James C. Nance, president pro-tempore of the state senate; Victor F. Barnett, associate editor, *The Tulsa Tribune* and tour chairmen and executives from all types of Oklahoma industries. None of them were selling their own wares—only the facilities of the state.

When the tour train rolled into the station in each city, the Oklahomans opened the doors and the show was on.

Business visitors to the train were escorted in twos and threes through the baggage car showrooms. Thank you notes will be sent to all those who registered and these businessmen again will be invited to consider Oklahoma when they set up their next branch factory.



A model of Will Rogers on a horse was set as the opening display as a reminder that Oklahoma has a rich heritage for a state admitted to the Union 40 years ago. A big point is made of the fact that the state has 24 radio stations, 51 daily newspapers, 40 Sunday newspapers, and 299 weeklies. This assures the advertiser of adequate media through which to publicize his wares to the state's 2,336,000 people living on 44,341,000 acres of land.

Easterners are apt to think of Oklahoma as almost purely an agricultural, mineral and oil state. This tour sought to dispel that idea. Throughout the cars, charts told the story of the state's industrialization. The ratio of value added by manufacturing to the value of livestock and crops has increased from 1 to 3 in 1925, to a ratio of 2 to 3 in 1939.

According to Oklahomans, the final barrier to the industrialization of the state and the Southwest has been removed. This was accomplished by the decision of the U. S. Supreme Court upholding the Interstate Commerce Commission's order to increase class freight rates in the East 10% and to decrease them 10% in Oklahoma and in other states east of the Rocky Mountains.

With an eye on the families of executives who would come into the state to man the hoped-for new plants, these industrialists gave each visitor a bird's-eye view of the play and leisure-time spots throughout the state. For top management who would fly in and out of the state: There are 345 flying days a year.

These Oklahoma salesmen ended each tour of the train in front of a large selection of literature on every phase of life in Oklahoma. Visitors could make their choice. As a permanent reminder of the tour, each visitor took away with him two booklets, one "Factors Favoring Business Expansion in Oklahoma," a straight fact booklet; and the other, "Progressive Oklahoma," telling the state's story in picture and text.

In another fact sheet—which almost everyone picked up and took with him—these Oklahomans capitalized on everyone's concern about taxes. One table that catches the eye shows how much tax you would pay on personal income if you lived in Oklahoma and how much in seven other states. A \$20,000-a-year man, for instance, without dependents would pay in Oklahoma a total of \$4,394.66 in Federal-State income taxes. The same man would pay \$6,611.75 in New York.

# Speech Training for the Sales Force: Does It Pay?

BY H. W. WILKINSON
Manager, Sales Promotion, E. R. Squibb & Sons

Squibb salesmen, cool to the idea of speech study at the outset, now want such training badly enough to pay for it themselves. It has proved particularly beneficial in improving sales presentations made to professional groups.

In my experience, most salesmen could benefit by speech training. But it is something that arouses stiff sales resistance. They think of it as book study, grammar, enlarging the vocabulary. "What's wrong with the way I talk?" is the common reaction. "Do I need a vocabulary of fifty-cent words to sell this proposition?"

My predecessor "sold" me in a way I have found effective in selling to others. Here's how he did it:

"Wilkinson, you will have to address a good many audiences," said W. L. Arscott, "and you might get a lot of good, as I did, out of hearing and seeing yourself as you appear to an audience. It is expert coaching."

Nothing was said about book study, night classes, or personal shortcomings. Stress was put on what I might get out of it, to increase my earning ability—an investment of money and time to modernize my "plant."

Appointed to a management position, I had to master a new kind of selling to large groups instead of the individual pharmacists, doctors wholesalers and purchasing agents I had been serving.\*\*

Our company has three Pacific Coast branches, in Seattle, San Francisco and Los Angeles, with good size sales forces.

Squibb products are pushed through "plans of action" for the next month or longer periods. These plans are linked with extensive national consumer advertising by special promotion in retail drug stores and chains. Much of the Squibb salesman's work is devoted to getting the cooperation of pharmacists, large retail organizations, and retail salespeople; and salespeople who work for incentives are often called into a meeting and briefed on the coming plan.

In many cases the salesman who has organized the plan will address the meeting. In other cases, for various reasons, the speaker comes from the nearest branch office. In Army lingo, they want a "brass hat."

The advance notice was often short—just as one was looking forward to dinner at home, word would come of a meeting at 10:30 that night.

The time allotted was seldom more than five minutes, in which to explain the plan and arouse selling enthusiasm—and the listeners had put in a hard day's work, were tired, and thinking about home, too.

In a couple of hours I would have to prepare a talk, then overcome stage fright, and try to warm up a cold audience. I had never done any public speaking before, and I soon saw sense in what Mr. Arscott had told me, because I seemed to be about the worst public speaker in the world. So, I enrolled with Mullin-Yambert & Associates speech training organization in Los Angeles.

My experience in persuading our salesmen to take speech training has been that their resistance disappears as soon as they get started. To want to learn is a prime necessity in getting benefit out of speech training. Students are started in a way which helps them with their individual needs and arouses a desire to learn.

What I needed was ability to stand up before an audience, talk easily, think on my feet, not be frightened, be ready for whatever happened.

Almost the first thing done by the student in this course is to give a five-minute presentation on any subject he choses.

I chose to talk to an audience—about my new kind of sales presentation. Very little preparation was called for, because the subject matter of this talk is not so important as obtaining a living sample of the student's manner of speaking. The talk is recorded on an electrical transcription disc. And as soon as equipment can be obtained the movie camera will also make a record.

The transcription is played back and an instructor points out details



"That must have been a good speech—I woke up feeling very refreshed!"

Mr. Wilkinson relates in this article his experiences as Director, Professional Service, Pacific Coast, E. R. Squibb & Sons, Los Angeles.



# Home Town Folks

Wherever there is a Bell telephone office, you will find it operated and managed mostly by home town people.

For the Bell System is made up of many hundreds of local units, each serving its own community. So the telephone company isn't something big and far away but close to your home and your interests. This means compact, efficient operation and it also helps to keep a friendliness and a neighborliness in the conduct of the telephone business.

The Bell telephone people in your community aim to be good citizens in all things, in addition to giving you good and economical telephone service.

BELL TELEPHONE SYSTEM

#### 13 Common Speech Faults\*

- 1. Lack of enthusiasm and emphasis.
- 2. Slow deliberate pace, picking words too precisely.
- 3. Lack of volume, range and inflection.
- 4. Lack of change of pace in delivery.
- 5. Lack of proper prepara-
- 6. Faulty diction.
- 7. Poor enunciation.
- 8. Failure to open jaws and use jaw muscles.
- 9. Non-use of tongue and lips.
- 10. Too much use of "I."
- II. Hesitancy, use of "and er" and "but-ah."
- 12. Trite expressions.
- 13. Over-use of big words.

for improvement. This criticism is made privately and the student is given written criticism of non-speech details.

I was astonished by the comparatively few speech criticisms and the non-speech point of so much greater importance. Not very much was said about grammar or vocabulary. There may be grammar bad enough to attract attention ("They doesn't seem to be any more"), which is criticized as something that diverts attention from the salesman's proposition. Slurred words ("gonna" and hist'ry") are criticized not so much as grammar, but because they make speech hard to understand. Much more important are pleasant delivery, tone volume, and a "smiling-voice."

My tendency in the recorded presentation was to talk too loudly. I spoke as though I were before an audience, was tense and afraid I couldn't be heard.

cult for an individual prospect to hear. One irritating speech fault is hesitation with an "er" an "uh" while the speaker gropes for a word or an idea. This is often heard on the radio where it stands out glaringly. It is just as great a handicap in speaking to an audience or an individual prospect. It indicates that more preparation of subject matter is needed.

Volubility is a fault—too many words used in making a presentation,

The opposite fault with many sales-

men is to speak so low that it is diffi-

Volubility is a fault—too many words used in making a presentation, or answering a prospect's question. Both presentation and answer are weakened.

Clipped speech is the opposite fault. We have all encountered the curt, guarded, monosyllabic speaker, often behind the purchase desk.

I spoke "dead pan," because I was tense. My voice was far from an easy conversational one because I hadn't learned how to feel at home on my feet. But I was told that this would change for the better as I learned to talk to an audience. And several suggestions brought about an immediate change.

First, the value of a smile was stressed. We all know the magic of a smile in selling to individuals, but may not know how helpful it can be with an audience. Standing up before a crowd without your smile is just about as awkward as standing up without your necktie, but speakers do forget and leave their smiles at home. Smile at your audience right away and you lose tenseness. Some of your audience will smile back and lose tenseness.

Even more valuable is the smile when you run into difficulties. If you lose continuity in your presentation, make a mistake, drop something, find the audience noisy, inattentive—just smile. That will get you out of more difficulties than any other single device.

And never apologize for anything
—iust smile.

Talking to an audience so that everybody feels included is another simple device. The "unaccustomedas-I-am" speaker often talks to a back wall—everybody feels left out, audience-attention wanders. Or he will look directly at one person who naturally looks back, which is embarrassing to both of them.

If you smile at your audience as a whole, start speaking to several persons on one side, not to one alone, then look to the opposite side, to the rear center and so on. You speak to all, embarrass no one, hold attention, make your talk personal and alive.

One of our sales plans involves

considerable explanation. It will be put on by a group of stores for a month or longer, featuring as many as a half-dozen products. These products will be tied in to Squibb national advertising which runs in radio, magazines and other media, window and counter displays, and store advertising material.

Our salesmen have to sell the plan to the retailer, check up on a dozen different kinds of display material, samples and supplies, bring the plan up to the point where it is to be explained to retail salespeople, and in many cases make the explanation to an audience.

The salespeople want to know When? What? How?

Details have to be arranged to answer these unspoken questions in a five-minute speech—and incidentally, it helps to make your audience friendly if you state, at the start, that there is a five-minute time limit, and lay your watch on the table, or at least look at it.

# 13 Common Distractions in Sales Presentations\*

- I. Careless appearance.
- 2. Poor posture.
- Hands in trousers pockets, thumbs sticking out of coat pockets.
- 4. Unbuttoned coat.
- 5. Pens, pencils, cigars in breast pocket.
- 6. Leaning on table or chair.
- Jungling coins or keys in pocket.
- Playing with any handy object—desk ornament, fork, spoon, napkin.
- 9. Bulges in pockets.
- 10. With audience, letting eyes roam away.
- "Dead pan" expression, lifeless presentation.
- Apologies don't apologize, smile!
- 13. Holding notes in hand.

<sup>\*</sup> Compiled by Mullin-Yambert & Associates, Los Angeles.



## A SELLING SUCCESS IN MEN'S WEAR

first
ON YOUR MUST LIST

first
IN CIRCULATION...
DAILY AND SUNDAY

With more than 97% of its newspaper advertising in The Oregonian, Lowenson's men's store in Portland has chalked up a 308% sales increase in the past six years... an increase 56% greater than the national average. Sales success for this advertiser has resulted from intelligent merchandising plus The Oregonian's good newspapering... a news and community-service policy that has brought wide and loyal readership and circulation leadership. The Oregonian's good newspapering will produce sales for you, too. Place it at the top of your advertising must list in the big Oregon Market.

# The Oregonian

The Great Newspaper of the West

REPRESENTED NATIONALLY BY MOLONEY, REGAN AND SCHMITT, INC.

Knowing that there are sales incentives, salespeople are naturally most interested in how to make sales, and three minutes of your talk can be devoted to sales points on different products, some of which are well known staples, others comparatively new, some for adults, others for children, infants. Store displays are planned to feature several related products together, such as a group for children, with an appeal to mothers. Also, these displays have been designed with store traffic in

view—all of which helps the retail salesman.

That is a lot of detailed explanation for five minutes, to say nothing about capturing attention at the start. It would be possible to cover every point, yet arouse no selling enthusiasm, because your talk lacked selling incentives. Put in those incentives—talk about each detail, each product as something that will make money for your audience—and your presentation might fall short of attainable results, because it was delivered

without the aids that can be learned through speech training.

Selling to audiences of physicians, dentists and hospital personnel is another field in which we find speech training very helpful. Professional people appreciate a talk that saves time, gives real information, and does not stray beyond the field of ethics. Our professional audiences are generally brought together to view skilfully made films bearing on their work, but an explanatory talk before the showing adds to the effectiveness of the film.

While I have stressed the value of speech training in speaking to audiences, what is learned by such a course is of greater value in personto-person selling, and equips the salesman for the next job ahead.

#### Rapid Acceptance

During the past five years more than half of our salesmen have taken speech training, and sales resistance to it has disappeared because older men have explained it to newcomers.

In each case the salesman pays for such training. We look upon it as the salesman's own improvement and modernization of "plant." The salesman is an individualist by temperament. His earning abilities are based on his personal abilities; and refresher courses, speech training and similar education, adding to his personal efficiency, are a matter of self-interest and should be presented to him on that basis.

When he realizes the value to him of continuous education, he will study. But temperamentally he dislikes study, book work, school, classes, and without somebody to deliberately sell him on "plant improvement," he might miss good opportunities and fall behind the times.

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Speech training as our salesmen take it has been organized so that classes are held about one hour weekly, in the afternoons after business nours from 4:30 to 6:00 P.M. There are not only a half dozen different classes, on different days of the week, but they are held in different localities—outlying districts as well as downtown.

The "new boy" goes first as a guest, to sit in and find out what the training is. Then he works up to his first recorded presentation and joins a class of about one dozen. All personal criticisms is given privately, not in class.

Speech training specialists say that the student learns fast after he realizes what this tuition can do for him. And there are interesting devices in the teaching, such as classes that stage



appliances and general consumer habits . . . a wealth of

dependable facts which will serve as a key to this potent

Analysis" is now available to advertisers and advertising

agencies. Order your copy now . . . use your letterhead and write: National Advertising Department, St. Paul Dis-

patch-Pioneer Press, St. Paul I, Minn., or Ridder-Johns Incorporated, 342 Madison Ave., New York; Wrigley Building,

ST. PAUL DISPATCH-PIONEER PRESS

Chicago, or Penobscot Building, Detroit.

"St. Paul Dispatch-Pioneer Press 1947 Consumer

market.



# Frankly, this distributor is bored

With ordinary travel methods, few sales managers ever get to all the places where it is good business to be. Result: One or more "forgotten" distributors always lagging behind, losing interest. and costing the company sales.

Beechcraft has developed a specific answer to this problem in the revolutionary new 4-place Bonanza. Its 172 mph cruising speed and its "any-time" mobility brings to executives an entirely new conception of what *can* be done—in customer service, market exploration, and on-the-spot dealer aid.

With the Bonanza, you can travel 500 miles in less than three hours, and be back before you're missed. Your trip is luxuriously comfortable and non-fatiguing. The Bonanza's cabin is roomy and *quiet*. Operating cost is amazingly low—as little as 1¢ per passenger mile! You can even add a little fishing to a business trip, and still have time to spare!

For facts, figures and full information on how Bonanza transportation can meet the needs of your business, get in touch with your nearest Beechcraft distributor. We are still delivering Bonanzas on the large backlog of firm orders created by the heavy demand for this plane. Additional orders will be filled in the sequence received. Beech Aircraft Corporation, Wichita, Kansas, U.S.A.



Built for Business Four luxuriously comfortable sease. Sound-proofed—quiet as an open-window car at 55! 172 mph cruising; 750 mile range. Fully equipped—radio, lights, flaps, etc.

BEECHCRAFT

BONANZA MODEL 85

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# keep inventories small!



Distributors are playing their cards close to their chests in today's price fluctuating markets. The smaller the inventory, the less they worry.

One way to reduce mark-downs is to specify Capital Airfreight on all orders. "Order today for delivery tomorrow morning" keeps your stock turning faster, your prices under control and your profits up. And no distributor ever went broke cutting his warehousing and storage costs!

Producers who are alive to modern trends appreciate Capital Airfreight's low cost volume rates and its regular dependable overnight schedules. Capital Airlines maintains a fleet of C-54 Airfreighters with 9-ton capacity — especially designed for quicker handling and stowing of air cargo. To find out how we can meet your specific requirments, call your local Capital Airlines Cargo Representative — or write to:



NATIONAL AIRPORT WASHINGTON 1, D. C.

Known for Years as "PCA" . . . America's Second Oldest Airline

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a dinner, with speaker of the evening, master of ceremonies and everything. From the first recorded presentation, with the "new boy" making a five-minute talk on the subject nearest his heart, to the final recorded presentation made at the end of the course—about six months of one-hour-a-week lessons—everything is

made real, personal. It is training the student along the lines that will give him direct results in his own sales work.

The final recorded presentation is made for comparison with the first, and the contrasts are such that there can be no doubt about the values gained by the student's cooperation.

#### Ideas . . .

#### you may have missed

For the convenience of readers here is a brief check list of worthwhile booklets and catalogs described in recent issues, free to you while the supply lasts . . . To get yours, write Advertisers Service Bureau, SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y. Order by number on company letterhead.

**1027.** The Data Book of the Tacoma market goes far to show why the Pacific Northwest is the most rapidly expanding sales area.

1028. An Elmo Roper survey of newspaper readers in the Washington, D. C. market gives full details on reading habits of the people.

**1029.** The Milwaukee *Journal's* consumer analysis—24th annual edition—shows what people buy and where they buy it. Invaluable as a marketing tool.

1030. California's Central Valley Market (Sacramento, Fresno, Modesto') is described in the 1947 McClatchy Consumer Analysis (similar in scope and design to Milwaukee).

1031. Anything to sell to the bakery industry? Ask for free book. "The Baking Industry and How to Sell It."

1032. Are your dealer outlets identified by lastingly attractive point-of-sale signs? Booklet available on Artkraft outdoor dealer neon signs.

1033. Want inspiration and information for your direct mail? You'll find both in Westvaco Inspiration for Printers, #165.

**1034.** Sales Research Institute offers to executives only a self-analysis record which will show up the bad work habits of salesmen.

1035. Characteristics of 7,714 farmers—an unbiased compilation from the 1945 Census of Agriculture, made for Midwest Farm Papers, Inc.



# Call your shots in THE ROTARIAN

When you advertise in THE ROTAR-IAN, it's almost as if you went to every one of 4,000 towns in America, stayed several weeks in each, studied its citizenship man-by-man, and then said: "These are the men I want to reach."

The readers of THE ROTARIAN have been hand-picked for you in advance as community leaders, by their own fellow townsmen.

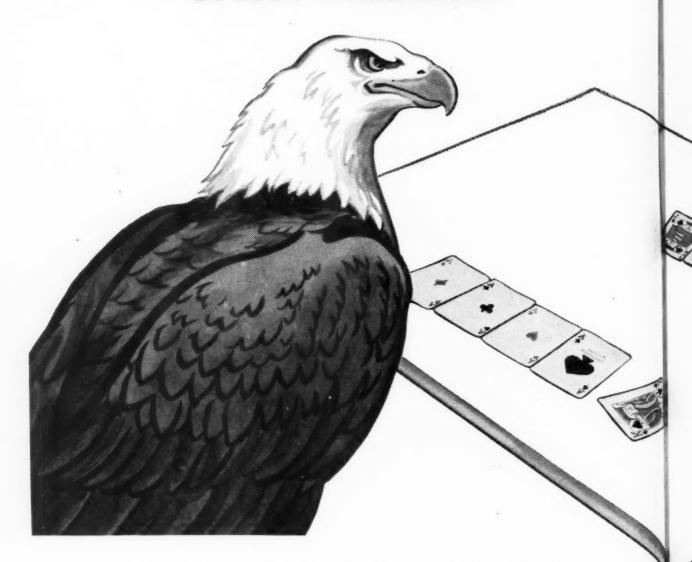
You can't afford to advertise to everybody in America—so, buy this leadership circulation and let your message percolate down.

leadership circulation

Rotarian 🕾

35 E. Wacker Drive, Chicago 1, Illinois

# "Let's have a showdown with Russia!"



"I am not a Junker," says Charles A. Eaton, Chairman of the House Foreign Affairs Committee. "As a peace-loving American and as a former minister of the gospel, I loathe violence in any form. But as a descendant of free and sturdy pioneers, I cannot face the ignominy of being pushed around by Russia—a ruthless and brutal nation." In the August issue of The American Magazine, this outspoken U. S. Representative from New Jersey says now is the time to call Russia's hand. Read his article today and see if you agree with the suggestion:

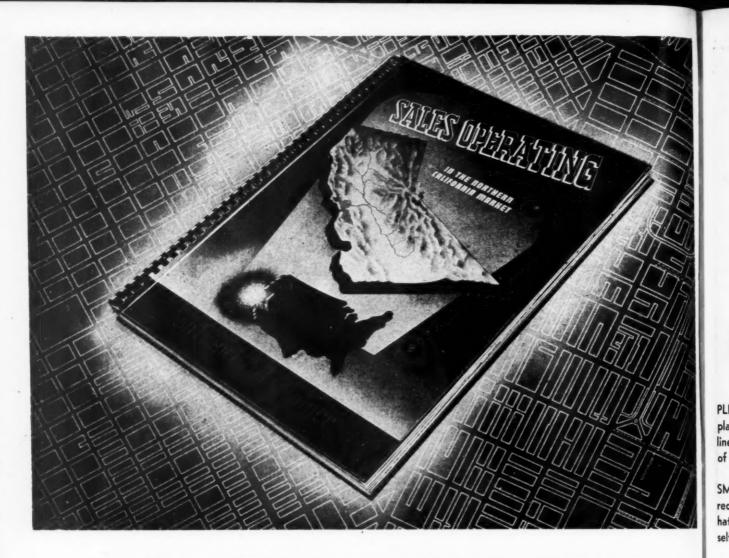
by U. S. Representative Charles A. Eaton

HER

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#### FOR SALES EXECUTIVES

Here is a new sales control . . . . . a modern market-operating pattern . . .

It's "Sales Operating in the Northern California Market" — the first study of its kind for the wealthy area it covers . . .

It's another example of The San Francisco Examiner's pace-setting enterprise . . . another example of why this newspaper is NEWSPAPER NUMBER ONE and has been for over 60 years.

Ask the Hearst Advertising Service . . . offices in principal cities.

\* NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

#### THE SAN FRANCISCO EXAMINER

FOR 60 YEARS NEWSPAPER NUMBER ONE IN NORTHERN CALIFORNIA

SALES MANAGEMENT

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#### Designing to Sell

(Captions read clockwise)

PLEXIGLAS TIMEPIECE DISPLAY CASE: The sparkling acrylic plastic forms the hood of the display piece designed for the new line of Kelton and Waterbury watches and clocks by T. Ornas of Ornas & La Barre. It has three display compartments.

SMALL CONSOLE RECORDIO: Equipped with an automatic record changer that slides out at a finger touch, the "Manhattan" model makes recordings from its own microphone or self-contained radio. It is manufactured by Wilcox-Gay Corp.

PACKAGES FOR BABY PRODUCTS: They were designed by Koodin Lapow Associates for the Chicopee Sales Corp. (division of Johnson & Johnson). Boxes have pastel backgrounds, attractive candy-stripe motif, and convenient dispenser tops.

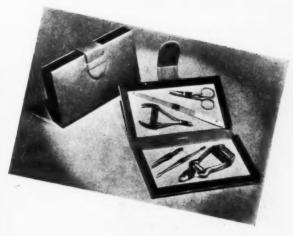
COMPACT MANICURE IMPLEMENT SET: The La Cross "Diplomat" has a rich, suede lined case. Frame is of simulated tortoise shell. Set is an attractive gift for a man or woman.

NEW CONTAINERS FOR DOG FOODS: Designed for the Gaines Division of General Foods by Frank Gianninoto, the packages feature: larger brand name, brighter colors for better display, a new grease-resistant triple-ply bag to prevent staining.













# 5 strong local papers for eight great midwest states

An easy-to-buy ... easy-to-sell market. People who know the farm market and how to sell it say nice things about the Midwest Farm Paper Unit-and with good reason. This group of dominant local papers delivers the world's richest farm market in one easy-to-buy package. One order, one plate and one bill do the trick. You get mass coverage throughout an 8-state area that represents the class farm market of the

nation. If you're selling farmers, don't miss out. Contact your nearest Midwest Unit Office.

"The selling groups that link many of the more alert state papers are a boon to advertisers. Midwest Farm Paper Unit is the strongest and most outstanding of these. It combines five topnotch papers into a unique (for the farm field) arrangement whereby an advertiser can buy the entire group on one bill, use only one plate and get a money-saving unit rate. They are: The Farmer, Nebraska Farmer, Prairie Farmer, Wallaces' Farmer & lowa Homestead, and Wisconsin Agriculturist & Farmer. Total ABC: 1,193,000." from TIDE, June 6, 1947.

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WALLACES' FARMER and IOWA HOMESTEAD . MEBRASKA FARMER . PRAIRIE FARMER . THE FARMER . WISCONSIN AGRICULTURIST and FARMER Mildwest offices at: 250 Park Ave., New York - 59 E. Madison St., Chicago - 542 New Center Building, Detroit - Russ Building, San Francisco - 645 S. Flower St., Los Angilding, Center Building, Detroit - Russ Building, San Francisco - 645 S. Flower St., Los Angilding, Center Building, Center Bui SALES MANAGEMENT

# Mailings Sell Air Service To Specific Prospect Groups

BY JAMES W. AUSTIN

General Sales and Traffic Manager, Capital Airlines

Capital Airlines is reaping a rich harvest of passenger and charter-plane business as a result of "pin-pointed" sales promotion. Mailings are simple and inexpensive.

Air transportation today is *mass* transportation in every sense of the word. Its economy, its efficiency, its safety have been proven by every yardstick insofar as business and industry are concerned. But still Capital Airlines finds it not only advisable, but extremely profitable, to point a definite sales effort toward small selective groups of people ranging in number from 100 to 1,000.

Why?

The answer is really quite simple. In the beginning, we believed we could bolster the loads on some of our planes by directing a hard-hitting, inexpensive campaign toward small groups with kindred interests. A check of available media left us with but one answer in this instance—direct mail.

And so we, at Capital, set out to answer our own question: "Can consistent direct mail, tailored to individual needs and approaches, sell airline seats to various destinations for an established airline?"

We found our answer: Unusually successful results that, in one instance, netted more than \$8,000 worth of business with a total expenditure, including mailing, of \$14.83.

Here's the story:

When our campaign was born in mind, we called in Capital Airlines' advertising agency, Lewis Edwin Ryan, Washington, D. C. The problem shaped up like this: Successful seat sales means reaching those who have need to travel, then convincing them that the only way to travel to to their destincation is via Capitaliner.

Kaiser-Frazer automobile dealers were selected for the test run. Several reasons dictated this selection, one of which was the fact that our planes operated from giant Willow Run Airport at Detroit and our prospective travelers could de-plane and be within the Kaiser-Frazer plant in a matter of five minutes or less. It was toward the K-F dealers that we

directed a double-barrel effort.

First, a letter was sent from our Washington general offices to each of our sales managers in some 55 cities served by Capital Airlines. This letter asked our representatives to call on the Kaiser-Frazer dealers in their district and tell them of the service available on Capital Airlines to the "front door" of the K-F plant at Willow Run.

Then we brought our big gun—direct mail—into action.

Hard on the heels of the personal call went a giant jumbo postcard created by the joint art departments of Capital Airlines and Lewis Edwin Ryan. The card pictured Mr. Kaiser and Mr. Frazer, in caricature, standing in front of Kaiser-Frazer cars rolling off the assembly lines, and K-F dealers de-planing from a Capitaliner in the background. A blank was left at the top of the card to insert the number of flights offered daily to Willow Run from each individual city to which the cards were mailed.

The result? This mailing piece produced business.

Not only did Capital Airlines realize considerable individual travel, but compliments on our interest and our approach came from dealers as well as the manufacturer. But the "golden egg" was to come from still another source: Capital Airlines received over \$8,000 worth of charter business—trips we otherwise would not even have had—from Kaiser-Frazer dealers in such widely-separated areas as New York City, Newark, Chicago, Washington, Milwaukee, Wheeling, Cleveland, and others.

And the total outlay to our advertising budget was \$14.83.

Naturally, our test case was a cue to unlimber a major direct mail offensive directed at all the automobile dealers who might be headed toward Detroit and the other nearby Michigan cities which constitute the automobile manufacturing center of the world.



DIRECT MAIL OFFENSIVE: Penny postcards do the trick! Capital Airlines promote travel geared to particular groups or individuals who might fly to meetings or conventions.

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In a card designed for Packard Dealers, that manufacturer's famous slogan was paraphrased to read, "Ask the Man Who's Flown One," and then directed the Packard dealer's attention to a convenient Capitaliner flight that would take him almost to the very door of the plant. We took a line from the Ford campaign of "There's a Ford in Your future" to remind Ford dealers that there was a "Flight in Your Future." Again it paid off and other cards were tailored in a similar manner.

But would the same technique

work on other businessmen? We wondered and we found out.

Branching out from the automotive field, a program was geared to the travel needs of such organizations as the Independent Meat Packers Association and similar groups who might fly to their business meetings and conventions. Again results exceeded many-fold the expenditure in money and time.

Just prior to the convening of Congress in the Fall of 1946, cards were mailed to all Congressmen from Capital's more-than-fifty on-line cities, inviting the Solons to fly to Washington. A similar card was mailed to the Washington address of all legislators, offering the services of Capital to them whenever they traveled home.

Seat sales—coming and going—have been the payoff in this campaign,

Akron, Ohio, is both the rubber capital of the United States and an important point in the Capital Airlines' system. So it was only natural that we should tailor a campaign of direct mail to such rubber companies as Firestone, Goodyear, Goodrich, and others. Mailings now "in the works" will be directed to General Electric, RCA, and Westinghouse dealers.

Two things have been characteristic of Capital Airlines' entire experience in this type of advertising and sales promotion: unusually low cost and unusually high results.

Art and type composition and printing have been low in cost. Stock and postage have presented no problem because of the use of standard Post Office penny postcards, except in a few instances when jumbo sizes were used. Each mailing has been small—sometimes as few as 100, never more than 1.000.

But each mailing has reached the group we wanted to reach—a group that had to travel and will have to travel again in the future. Capital Airlines seat sales from these widely-separated and highly individualized sources continue to mount.

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In short, our \$14.83 direct mail "goose" showed us how to lay a "golden egg" in cash returns.



 As important to buyers of chemicals as ticker tape to a stock broker.

64% of the hundreds of advertisers in

Oil, Paint and Drug Reporter use

no other paper of general coverage in the chemical field. They depend upon OPD exclusively to advertise their products to the chemical industry.

Throughout the chemical industry, OPD

Throughout the chemical industry, OPD is depended upon for prices and other market information essential to the operations of the many manufacturers who traffic in chemicals as buyers, as well as sellers. The chemical industry is one of the biggest buyers of chemicals. So, most OPD advertisers rely on it also for buyers' information.

OPD is the market place where buyers and sellers of chemicals really do meet.

If your organization has any information, including price changes, which buyers of chemicals ought to know about be sure OPD's editors receive the word!

UPD
THE
MAIN STREET
OF
CHEMICAL
BUSINESS

NOTE: In the January 13th issue of OPD we printed a list of 257 chemicals and related materials, giving the high and low prices for the years 1939, 1940, 1942, 1945 and 1946. Reprints are available free upon request.



#### UNTOUCHED BY HUMAN HANDS:

Inside this crystal clear polystyrene package is a phonograph needle made by Pfanstiehl Chemical Co., Waukegan, Ill. Sealed at the factory, the package assures buyers of a well-protected needle and retailers with an unusual point-of-sale display.





Cleveland 22, H. G. Seed, 17717 Lomond Blvd., Long. 0544; Los Angeles 14, The Robt. W. Walker Co., 684 S. Lafayette Park Pl., Drexel 4368; San Francisco 4, The Robt. W. Walker Co., 68 Post St., Sutter 5568



SCHNELL PUBLISHING CO., INC., 59 JOHN STREET, NEW YORK 7.

Buck up

YOUR PITTSBURGH SALES

THE WAY LEADING GROCERY FIRMS DO ... advertise in

# The Pittsburgh Press

Last year The Press carried more national grocery linage than any other paper in the country except one . . . 1,215,000 lines. The Press, in 7 issues, carried more national grocery linage than the other two Pittsburgh papers carried in 13 issues. That's because The Press moves merchandise off grocers' shelves.

#### HOW THE PRESS REACHES THE BUCKS

Survey report: 72% of Allegheny County people who have their bucks in checking accounts read the daily Press; 82% read the Sunday Press. Best showing of any other paper was 54%. If you want people to spend some of those bucks for your product, advertise in the paper they read . . . The Press.



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IN PITTSBURGH
IN CITY CIRCULATION
IN CLASSIFIED ADVERTISING
IN RETAIL ADVERTISING
IN GENERAL ADVERTISING
IN TOTAL ADVERTISING

REPRESENTED BY the National Advertising Department, Scripps-Howard Newspapers, 230 Park Avenue, New York City: Offices in Chicago, Cincinnati, Detroit, Fort Worth, Philadelphia, San Francisco.

AUGUST 1, 1947

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# Dallas Dallas TIMES TIMES ASK THE BRANHAM MAN



REACH BUFFALO'S BUYING POWER thru the

Buffalo Spress.
Courier Spress.
Buffalo Spress.
Buffalo's Only
Morning and Sunday Newspaper

National Representatives:
OSBORN, SCOLARO, MEEKER & CO.

#### Theater Starts to Sell Itself for Sales Meetings



San Francisco's "Vogue" offers facilities for business gatherings, provides staff and equipment for film showings. It's a new market for a movie house.



San Francisco now has a "Business Theater."

It came into being when, inspired by a California wine company's request for a place to run off a business film, a local theater chain, San Francisco Theaters, Inc., spotted an opportunity to sell theater facilities to a new market.

District Manager Irving M. Levin saw the relatively small Vogue Theater (375 seats)—a house having no weekday, daytime shows—as a natural for business meetings, particularly those requiring film facilities.

Into Vogue's projection room went two 30mm projectors and two 16mm machines. Then the theater was offered to business groups, not only for film showings, but for other meeting sessions.

If a business group wishes to schedule a film showing, it needs to do nothing but bring in a print. They need not worry about any of the sometimes bothersome details connected with projectors, qualified operators, screens, or electric current—an idea that appeals to men who have blushed and sweated before restless audiences when they encountered difficulties showing pictures in hotel rooms or other meeting places.

rooms or other meeting places.

The theater rental of \$100 a session; 50% more for a second session on the same day turns the house, hall and lobby over to the renter, complete with theater personnel. That includes not only expert projectionists, but ushers and other theater workers. The latter help to seat guests, don't mind lending a hand to set up exhibits or displays in the lobby.

Vogue Theater, with its 375 capacity, was chosen because most business gatherings, particularly sales groups of salesmen, dealers, or distributors, do not bring out in excess of that number, and small groups feel un-

SALES MANAGEMENT

As a valuable and informative service to advertisers and agencies...

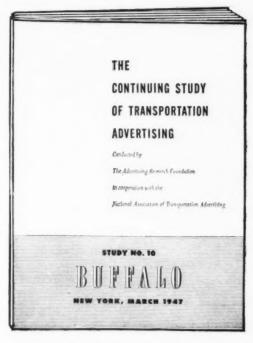
## National Transitads Presents

# THE BUFFALO SURVEY

No. 10. Continuing Study of Transportation Advertising

Here is information of great interest and importance to anyone who wants to capture the Buffalo market . . . now or in days to come. Here, in easy-to-read, easy-to-understand, easy-reference form, are the "pay dirt" facts on how many people in the Buffalo area ride public transit vehicles—when, how often, and for how long—and what percentage of them read

UP-TO-THE-MINUTE DATA YOU NEED NOW OR MAY NEED SOON!



Conducted by the Advertising Research Foundation

long—and what percentage of them read Transitads—and which Transitads they read and remember best.

This is impartial, unbiased survey information . . . new and heretofore untold facts . . . of indispensable value to advertisers and agencies alike. The survey is available to national advertisers and advertising agencies. Just drop us a line on your letterhead today.

#### NATIONAL TRANSITADS

Chicago 11, Illinois, 400 N. Michigan Ave.
Superior 7227

New York 17, New York, 366 Madison Ave. Murray Hill 2-7387

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hotel

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ENT



You'll find that the RESULTS Ahrend produces-from a complete campaign or a single mailing piece-meet your needs.

Turn the whole job over to Ahrendfrom planning and creating copy and art to the actual mailing. Then relax and watch the returns come in!

For free consultation-



#### select a medium that makes things move



To sell to the Refrigeration and Air Conditioning industry your best bet in the catalog field is the "Refrigeration field is the "Refrigeration Classified" section of the RE-FRIGERATING DATA BOOK.

Your potential customers will use this book daily throughout the next four years: it's the recognized working handbook of the industry—purchased by over \*15,000 users. (\*Guaranteed net paid circulation in

excess of 15,000)



Compiled by AMERICAN SO-CIETY OF REFRIGERATING ENGINEERS, publishers of ENGINEERS, publishers of REFRIGERATING ENGINEER-ING, monthly journal of the industry.

REFRIGERATING ENGINEERING

For Maximum selling results tell the thousands in America's second largest industry, about your product by se-lecting as your regular advertising medium REFRIGERATING ENGI-NEFRING

#### THE AMERICAN SOCIETY OF REFRIGERATING ENGINEERS

40 W. 40 Street New York 18, N. Y. easy in a big hall. But if a company expects larger audiences, San Francisco Theaters, Inc., can provide a choice of six houses with seating capacity up to 2,000.

Manager Levin is sure he can find an increasing business market. "First and foremost," he says, "the pictures are shown in a showmanlike manner, as befits the often-expensive production . . . Then there's the advantage of having a stage. It is true that a firm will spend many thousands of dollars to produce a film that ranks high by professional standards, then weaken the effect by awkward, uncomfortable, and amateurish atmosphere at the showings. Level floors and stiff chairs make the best picture hard to take."

Vogue's management points out that the location, too, is an asset. The theater is ten minutes from downtown San Francisco and has that rarest of conveniences, plenty of parking space.

Mr. Levin sees the Vogue Business Theater, and similar theaters he expects to see established elsewhere, not only as places for the showing of business films, but as meeting headquarters for entire conferences. In fact, to use the theater, it is not necessary to have a film as part of the program. "The stage and the comfortable seating provide the right setting for the modern, dramatically conducted sales conference where new products and ideas are brought to field men, dealers and customers. In addition, there is the lobby for display or product presentation.

The theater opened three months ago with a meeting staged by the Cresta Blanca Wine Co. for the western sales staff. The company had an educational film, used the lobby effectively for displays of wines, for set-up product displays with pointof-sale dealer aids and advertising matter, and for the informal gathering of groups before and after picture showings.

A life insurance group put on a film-illustrated lecture for its agents. One company engaged the theater for a stockholders' meeting at which it presented a filmed report of its operations. An oil company, a paper manufacturer, and a labor group are among those who have used the theater as a meeting place.



#### Multiple Purpose Sales Manual

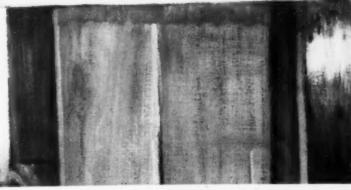
How can you produce a catalog which is effective in three different sales situations? Taking its own medicine, The National Blank Book Co., Holyoke, Mass., has developed Catalog No. 47 which the company uses to sell its own products in these ways:

- 1-National salesmen employ the manual as a catalog of company
- 2-National dealers use the technical data about portfolios, manuals and catalogs contained in the National catalog as sales aids.
- 3-Both National salesmen and dealers' salesmen find the cover of Catalog No. 47 a handy sample of the product.

for BRIDES



ALKA-SELTZER FOR SALE



CREATED AND PRODUCED BY

dvertising with a smile...

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Advertising with a smile... A grin provoker, indeed - this current ALKA-SELTZER Window Display. Grins will broaden as consumers see this pictorial on displays in one retail window after another. Memory of this amusing situation will linger on - the memory of ALKA-SELTZER, too. This type of objective creative thinking and effective follow through at FORBES is serving many American advertisers. It is available to you.

CLEVELAND

P. O. Box 513 Boston 2

# Style Sets The Buying Pace



LIGHTS AND PATTERNS: Shadow box (above) glorifies fabric in new showroom designed by Muller-Barringer, N. Y. C. Tricky overhead lights hide sprinkler system, help create buying mood.

MODERN AS TOMORROW; but with homey touches, Elmer P. Scott's desk has kneehole space for six-sided gabfest. Curved walls, built-in shelves, add up to convenience and usability.

MOVE OVER: Another view of the boss's office, warranted to tempt housing-victim clients to move right in. Limed oak wood . . . Naugahyde covers . . . Chinese lamp bases and wall motifs . . . Venetian blinds . . . Checkwood walls.



IT'S EASIER TO SELL HERE: Semi-private selling booths are features in new showrooms for Elmer P. Scott Co.'s decorative fabrics. Frame glamorizes fabric.



# MORE POWER TO YOU



WATTS

The Friendly Station · Cleveland

Edward Petry & Company · National Representatives



# Pre-Test Sets Sales Pattern For New Chicken Product

Madison, Wiscomin, was the try-out city. After preliminary distribution and advertising, researchers followed up to learn customer reaction. With these findings as a guide, Pinafore is now laying siege to other large markets.

Pinafore chicken, the chicken precooked whole in the can, was introduced to the Madison, Wis., market last spring through a special drive. At the end of three days 93% of all retail outlets, chain and independent, were offering it. The Madison metropolitan area has approximately 100,000 inhabitants of whom about 80,000 live within the corporate limits. The city has 122 grocery store operations.

On the evening preceding the opening of the campaign, the Chicago Western Corp., Chicago, manufacturer of Pinafore, gave a dinner at the Park Hotel in Madison. Officials and store managers of three chains were present—also approximately 100 independent grocery store owners and operators, plus managers and salesmen from wholesale houses.

When everything was set a demonstration to prove how easy and how quickly a Pinafore chicken dinner could be served was given. A table was set for four persons. A girl opened a can of Pinafore chicken. In exactly 17 minutes girls were serving the guests at the table. Immediately afterward all of the guests were served with a chicken dinner.

Just preceding the campaign and on ensuing days advertisements were run in the two daily Madison newspapers, (combined circulation: 68,000) the Wisconsin State Journal and the Capitol Times. Each carried a coupon good for 25 cents on the purchase of a can of Pinafore chicken. Radio announcements were used on station WIBA.

After a short time the Bob White Organization, Chicago, national sales representatives of the Chicago Western Corp. who had planned and carried out the groundwork of the campaign, began a test to learn as much as possible about consumer acceptance and general reaction to the item. The field work was done by students in the Marketing Class of the University of Wisconsin by arrangement with Fay C. Elwell, dean of the School of Commerce. Bob White specialists kept their fingers on the

operation of the work throughout.

In the course of the survey 472 housewives were interviewed, 171 of them in homes where it was known that Pinafore had been bought with a coupon. The remaining 301 interviews were made at random in the same areas. This was to get information and reactions from users and to find out why those who did not buy had failed to respond.

To compare the characteristics of the people making up the sample with the Madison population, interviewers obtained information on standards of living, age, occupation, size of families, and type of dwelling. After the check-up was completed the results were broken down into 20 tables under such headings as:

Effect of Advertising; Reaction to Price; Analysis of Single and Multiple Purchases; Repeat Purchases; Methods Used in Preparing; Time between Purchasing and Serving; The Use of Broth; Adequacy of Servings; The Number of Persons at the Table When Pinafore Was Served; Comparison of Pinafore to Home-Prepared Chicken; Impression of Tenderness; The Most Impressive Feature About Pinafore, etc.

The check on the effectiveness of the advertising promotion revealed these facts:

*1	Numbe
Housewives who had heard about	1
Pinafore but had not purchased	1
the product	
Housewives who bought Pinafore	
with the 25c coupon	
Housewives who bought Pinafore	
without the 25c coupon	
Housewives who had not heard	
about Pinafore	. 62
Total	472

This cross-section finding was the harvest reaped from a 1,000-line advertisement in each of the Madison newspapers, carrying the coupon, plus a 300-line advertisement run weekly in each through May and 100 spot announcements by radio.

To discover what appeal or message carried in the advertising of Pinafore might have registered in the housewives' minds, 134 women who had not bought the chicken were questioned. They were asked what features especially recommended the use of Pinafore. The results:

	Number	Per cent
Convenience	60	45
Quality	24	18
Emergency use		9
Canned whole		10
Miscellaneous		18
Total	134	100



DRUM STICKS: At Pinafore's sales kick-off, H, W. Chesbrough, broker; F. C. Elwell, University of Wisconsin; and Bob White, national sales representative. examine a well-done chicken dinner, which 17 minutes before was in a can.

# irresistible

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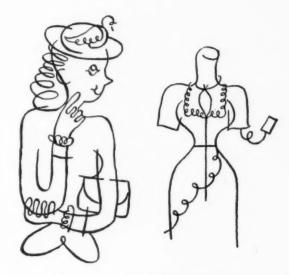
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This pert Cincinnati shopper pretending to appraise a new outfit knows she's going to buy it anyway. Actually she's just thinking how nice she will look when she and her spouse step out next week.



From whistle bait to frozen foods,
Cincinnati department stores do a whale of a
business. It's no wonder sales fly high,
for the Cincinnati market is as rich as
a double malted with whipped cream.



Advertisers in the Cincinnati market can't resist a good newspaper any more than girls can resist fine clothes. They consistently court this alluring market through the Cincinnati Times-Star—top choice for department store advertising.

Member of the American Newspaper Advertising Network
Owners and Operators of Radio Stations WKRC and WCTS
HULBERT TAFT, President and Editor-in-Chief



CINCINNATI

TIMES-STAR

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Eighty-nine housewives who had not bought could give no special reason for not buying. Others gave one or two reasons. In checking those who gave more than one reason the tabulators, for checking purposes, used the first one mentioned. Reasons for not buying were given as follows:

	Number	Per cer
Cost	39	35
Canned	21	19
Amount	14	13
Miscellaneous	36	33
Total	110	100

The reaction to price among those who had bought Pinafore chicken was:

High		0				0						Number 79	Per cen
Reasonable		в	ė,	p	0	0	0	0	۰	0		105	50
Low	0 0	0	0	0	0		0	0				7	3
None			0	0	0	0	0		0	0	0	20	10
Total	0 0	0	0	0								211	100

The purpose of the above check was to get some measure of the influence of price on future purchases. Only users were checked because it was believed that anyone who had not bought and used Pinafore could not give a qualified answer. Of those checked, classified in the above table, 44 who said they considered the price high told the investigators that they would buy again; 13 said they would not, and 11 said they didn't know. Seventy of those who thought the price reasonable said they would buy in the future, 3 said they would not and 3 said they didn't know. Six out of 7 who thought the price low volunteered the fact that they would be repeat buyers.

#### Repeat Purchases

A check to determine the amount of repeat purchases revealed that 211 families who had bought and used the item had ordered 316 cans. Five families had bought 4 cans; three families had bought 5 cans; two families had bought 8 cans. All the others had bought 3 or fewer cans. Thirty-seven families reported 2 purchases, nine reported 3 purchases and four reported 4 purchases. These 48 families who represented only 23% of the sample, purchased 129 cans or 41% of the cans bought by the families represented in the sample.

The survey showed that most of the housewives interviewed reacted normally to the introduction of a new food product; that is, to "kitchen-test" it soon after purchase. Sixtytwo per cent used their first can within a week after buying it; 14% used it in the period of between a week and two weeks; 24% had not

served it at the end of three weeks. This latter figure indicates that quite a large percentage of housewives will buy Pinafore to store against some

future emergency.

Methods used in preparing Pinafore chicken, according to the survey, worked out this way: 87% roasted them, 8% fried them, 3% creamed them and the balance, 2%, put them to other uses. Sixty-five per cent used the broth for making gravy, 29% used it as soup, 2% used it as broth, and 4% discarded it. Ninety-five per cent of those surveyed used the chicken as a regular family meal, with about 10% serving it on Sunday. Five per cent used it for special occasions.

Checking another way, it was found that 168 cans were used to serve 554 persons, or 3.5 persons per can. The average family in the United States has 3.5 members. Thus, one can of Pinafore chicken just proves out right to serve the average family. Out of 160 families asked how the chicken compared with homeprepared chicken, 18% reported better, 58% just as good, and 24% not

as good.

These same families were asked to state what they considered the most impressive feature of a can of Pinafore whole chicken. Sixty-two per cent said that convenience impressed them most; 21% replied quality; and 3% the element of use in an emergency. Nine per cent gave miscellaneous replies. Of those who spoke of convenience a number elaborated on time-saving, handiness, ease of obtaining it, ease of serving, lack of bother and the fact that the chicken comes already cooked.

Of those who looked upon canned whole chicken as an emergency item for the kitchen, such remarks as these were quoted in the report:

"Good to have on hand."

"Handy for unexpected company or late

Wonderful to take on picnics."

"Easy to get ready and you can keep it on hand."

Housewives who had not bought it, when asked what they had learned about it through advertising gave a variety of replies. Among them:

"Too expensive."

"An awful price to pay."
"It sounds good in the ads."
"It's canned and I don't care for canned meats."
"A friend tried it and liked it."

"Friends say it's good, inexpensive and easy to prepare.'

"It smelled like the real thing at a demonstration I saw.'

Rather generally it was found that the public had the impression that it was an expensive way to buy chicken. A number were prejudiced

against either canned or frozen meats. Others had a practice of canning their own chicken at home. Some had home freezers and preferred frozen meats to canned meats.

Among those who had used it a large number were impressed by its tenderness and flavor.

A number of buyers appeared to be disturbed by the varying range of prices. Prices in independent stores were reported as ranging from \$1.89 to \$2.39. Chain stores sold it at prices ranging from \$1.91 to \$2.20. Practically all dealers reported that they knew they were getting repeat orders but few had any idea of the number of repeats.

The purpose of the survey, broadly speaking, was to find some guide-post pointing to finding the proper field for promotion and to give help in future merchandising campaigns and introduction efforts. Since the Madison experiment Pinafore chicken has been introduced in New England and other points on the Atlantic Seaboard, generally in the Middle West and quite extensively on the Pacific Coast,

especially in California.

#### **National Consumption**

Individual stores in some localities use from 10 to 40 cases a week. About 1,500 cases are going weekly into New England. The entire Nation is taking about \$10,000 worth a day and, according to Bob White, it would be easy to sell \$20,000 worth a day if that production could be attained.

The Chicago Western Corp. was organized as a wartime industry. It supplied both the Army and Navy with boneless chicken, on contract, during the war years. After V-J Day all orders were cancelled. The company had no business at all. Various other companies had been making boneless chicken and chicken a la king and a few chicken and noodles.

Immediately it developed that there were large reserves on hand and wholesalers warehouses were quickly filled. Then, suddenly, the price ceilings were taken off meats. A meathungry nation stopped buying chicken in tins and glass. There was a glut. Chicago Western surveyed the market, and decided that there was little future in boneless chicken products.

Laboratory tests were made and it was decided to try the whole-chickenin-a-can idea. But there was a dearth of cans. Not until along in January was it possible to get enough cans to make a worth while effort at marketing what they call, "an old product in a new package." Now they find themselves in business in a big way.



# ...how can I go shopping without my Inquirer!"

In Philadelphia, The Inquirer has become the newspaper for the woman and the family. For The Inquirer is packed with features to aid, entertain, inform and amuse the housewife. And there you have the reason for the truly amazing pulling power of Inquirer advertising. That space buyers are aware of this productiveness is proved by The Inquirer's advertising leadership in America's 3rd market.

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# INQUIRER NOW IN 14th YEAR OF ADVERTISING LEADERSHIP

Since 1934 The Inquirer has maintained leadership in Philadelphia for total advertising volume.

And for the last 8 years, The Inquirer has been the Philadelphia leader in advertising linage for Women's Specialty Shops and Department Stores.

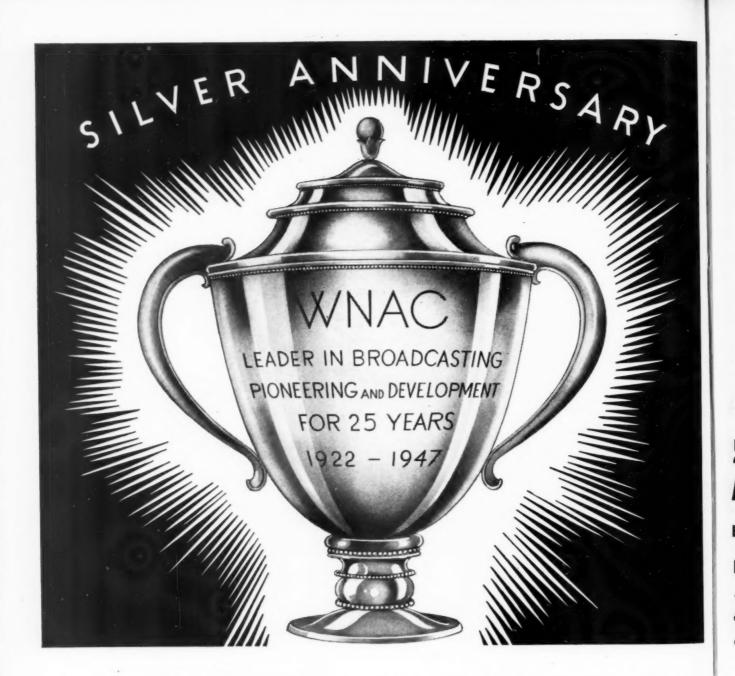
#### CIRCULATION

The Philadelphia Inquirer Daily . . over 700,000 Sunday . over 1,000,000

TELL IT IN THE MORNING . . . TELL IT IN

# The Philadelphia Inquirer

National Advertising Representatives: OSBORN, SCOLARO, MEEKER & CO., NEW YORK, CHICAGO, PHILADELPHIA, DETROIT; FITZPATRICK & CHAMBERLIN, SAN FRANCISCO
Member: AMERICAN NEWSPAPER ADVERTISING NETWORK; FIRST 3 MARKETS GROUP; METROPOLITAN GROUP COMICS; METROPOLITAN GROUP GRAVURE
A U G U S T 1 . 1947



And our thanks to all who have shared in our progress

# WNAC

Key station of New England's largest regional network and Boston originating station of Mutual Broadcasting System, the world's largest network

# THE YANKEE NETWORK, INC.

Member of the Mutual Broadcasting System

21 BROOKLINE AVENUE, BOSTON 15, MASS.

Represented Nationally by EDWARD PETRY & CO., INC.
SALES MANAGEMENT



# 5-Point Sales Platform Pulls Magnavox from Red Ink to Riches

BY LESTER B. COLBY

Direct to dealer sales . . . highly selective distribution . . . firm price policies . . . quality production . . . and no annual models: These are the management factors behind a 10-year rise from 77B to net profits of two million.

From 77B in 1937 to a net profit of \$2,151,000 in 1947; from a tailender to an out-front position in 10 years. Sales volume for the year just ended, for console radio-phonos alone, more than \$20,000,000! Next year, reaching for the sky! This is the story of Magnavox. It is a story more impressive when you stop to consider the super-competitive nature of the field.

Executives of The Magnavox Co., Fort Wayne, Ind., claim that Magnavox is "the oldest name in radio." Its beginning goes 'way back to a tiny shack in Napa, Calif., where experiments were started in 1911 and which resulted in the old "gooseneck" Magnavox speakers remembered as basic in primitive radio. Its evolution continues through the San Francisco Exposition in 1915 where it was one of the scientific wonders of the age.

It carries on through World War I, its products then being used in the pioneering of a new type of battlefield communication.

Followed later in the changingworld developments in the speaker field, the manufacture of component parts for other manufacturers, and experiment and progress in public address equipment. The depression reduced the company to the status of 77B.

Reorganization came with an economically reviving world, and the new management made a bold decision. It decided to go into the manufacture of quality radio-phonographs in competition with such big and firmly entrenched organizations as Philco, RCA, G-E, and Zenith. The first instruments virtually were carried under the arm and sold door-to-door. The pioneers of 1937 needed

"stick-to-it-iveness." They persevered and the business grew until in 1946, Magnavox probably delivered more combination consoles than any other radio manufacturer.

Basic in this growth was a sales policy emphasized by five distinct facets. None of these was new and the fundamental ideas are time-worn. Nevertheless, somehow, in the radio field no one of the many aggressive manufacturing organizations competing in the field had used these principles. They are:

1. Direct factory-to-dealer relationship.

2. Restricted distribution: usually one department store and one music store per city.

3. Pronouncement of pricing and sales policies and insistence that all Magnavox dealers subscribe to them.

4. Producing instruments of excellent furniture and fine tone at competitive prices.

5. Avoidance, from the start, of "annual models."

This policy attracted to Magnavox some 500 high quality stores throughout the Nation. These are now the backbone of Magnavox distribution. They include such top de-

NC.

partment stores as Hudson's, Wanamaker's, Gimbels, Rich's, Marshall Field, The Emporium, Maison Blanche, Foley's, Frederick and Nelson, and the most aggressive music stores throughout the United States, such as Liberty Music, Lyon & Healy, Grinnell, and Royer Smith. Also, fine furniture stores such as Sloane's.

In many of these stores Magnavox sales constitute 90% of the total store volume on console radio-phonographs because the store believes in Magnavox and feels secure against

price-cutting and "shopping." Tradeins are not a factor. The result is that a department store can build a profitable radio department around this line. The line includes quality radio-phonographs, all excellent furniture and fine performance, at from \$187 list price to \$750.

An important factor sales-wise is the flexibility of Magnavox instruments. FM is handled as an attachment. Any Magnavox instrument can have an FM chassis added at a cost to the owner of \$65. Wire recording is optional on some models at a cost of \$150. An automatic noise suppressor is optional at \$25. An antenna kit is offered at \$6.

Magnavox makes most of its own speakers and also manufactures speakers for other manufacturers. It is big in both speakers and electrolytic condensers. Most Magnavox instruments utilize two Magnavox speakers. The Windsor, at \$750 including FM, utilizes four. For \$850, optionally, Magnavox will supply the Windsor with a multi-cellular horn similar to equipment used in theater sound systems for those who want to extract the nth degree of musical reproduction.

#### Thanks to Two Men

Almost all of the growth of the company, those intimately concerned with the management point out, can be traced to two men: Frank Freimann, executive vice-president and master-mind of the Radio-Phonograph Division, and Richard O'Connor, president. These men realized back in 1937 when they entered the field that the competition would be severe; that an extraordinary product and extraordinary sales methods would be needed to secure a toe-hold. Accordingly, they devised the sales approach outlined above and have stayed firmly with it.

Executives say that a constant parade of dealers seeking Magnavox franchises now knocks at the doors of district managers and at the plant in Fort Wayne. To almost all of these the answer is "no." It is a polite but firm negative since Magnavox realizes the advisability of keeping this parade aware of the worth of the franchise as a device for keeping Magnavox in line. Magnavox dealers

must stay in line.

This means that they must maintain demonstration facilities approximating those of a fine home setting. Frank Freimann insists that the purchase of an instrument for the most important room in the home is a major event in the life of the average family and that, accordingly, Magnavox dealers will close more sales if they will adopt the "salon" approach as opposed to the more usual store arrangement which calls for dozens of radio-phono consoles plus washing machines, ironers, and vacuum cleaners stacked side-by-side warehouse style in a fashion preventing good display and full sales appeal for any product.

Magnavox dealers are asked to maintain a year-around campaign identifying their stores as the Magnavox outlet for the community. This campaign is purely "identification." It is not related to the usual sales



Buffalo has a standing reputation as a rich market where diversified industry keeps business prosperous.

It's easier to sell in Buffalo because you can reach 98.6% of the city zone population in one newspaper—the News. Buffalo is

headquarters for up-state wholesale buying—and selling. Write for specific market information.

#### MARKET FACTS

City Population (1945 Est.) 667,944 City and Trading Area 1,072,214 News Circulation 266,701



EDWARD H. BUTLER Editor and Publisher

National Representatives

Western New York's Great Newspaper



Joe Sales knows that to get into the right homes, you've got to get into
The Detroit News. Recent surveys of the Detroit market conducted by The Detroit
News show that The News reaches 65% of Detroit's automobile owners,
64% of the home owners, and 63% of the total income. This is percentagewise proof that the buying-powered segment of America's 4th city can be
adequately covered through The Detroit News alone.

With the largest weekday circulation in Michigan and the largest trading area circulation, either weekday or Sunday, The Detroit News is the answer to your problem of reducing advertising costs.

Total weekday circulation 421,999—Total Sunday circulation 538,233—A.B.C. average for 6 months ending March 31, 1947



National Representatives: Dan A. Carroll, 110 E. 42nd St., New York 17-The John E. Lutz Co., Tribune Tower, Chicago 11

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LONG HAVE SHOWN HOW

KMBC IS FIRST IN METROPOLITAN KANSAS CITY

# -AND

out in the states

LOOK AT THIS SURVEY

5,545 INTERVIEWS SHOW THAT

# KMBC

IS FIRST IN ANSWER TO THE QUESTION

> Do you listen on the radio to women's homemaking programs? To what station?

> > MISSOURI KANSAS

<b>KMBC</b>	1,334	869
WDAF	733	526
WHB	335	115
WIBW	16	352
<b>KFEQ</b>	75	16

(Top five stations reported. Weighted sample base: 5,545 interviews within KMBC's 0.5 mv contour-1% of area's radio families - BMB's "Radio Families: 1946"- conducted by Robert S. Conlan & Associates at Missouri State Fair, Kansas Free Fair and the American Royal Livestock Exposition.)





Free & Peters, Inc.

Since 1626—The Basic CBS Statlee for Kansas and Missaeri



FRANK FREIMANN, Magnavox vice-president and man-of-all-work, is one of those fellows who keeps himself as busy as a trap drummer in a jitterbug orchestra. In the Magnavox organization he functions as: Merchandise Manager, designing sets and deciding what will be in the line; Stylist, settling small but important questions of hardware, finish and period accuracy; Chief Engineer, completely at home with the details of frequency response, performance curves, etc.; Director of Manufacturing, keeping his finger on the output of the five Magnavox plants-and as Sales Manager, prescribing and executing sales policies. He has key men working with him in each of these assignments. But he is a working execuRe Fu

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tive, completely at home in each of these fields. Co-workers say he has a "golden ear," a faculty giving him critical judgment of tone. You can find him at his desk, often as late as 10 p.m., or over week-ends, doing the kind of things that, in most companies, are

usually handled by a half-dozen men.

advertising. Magnavox dealers are asked to render to the plant a monthly inventory of all Magnavox instruments in stock and also an estimate of what sets will be ordered for as many as four or five months ahead. With this guide the factory is in position to gear production to the wants of the dealers and, again, to achieve top performance at minimum cost via long runs.

Magnavox advertising, prepared by its agency, Maxon, Inc., is a "quality" campaign; a powerful and consistent campaign, using color pages and black-and-white units in such national publications as The Saturday Evening Post, Time, News Week, The New Yorker, Better Homes and Gardens, National Geographic, House & Garden, and House Beautiful. Dealer advertising provides franchised dealers with hard-hitting, reason-why retail advertising, still with the quality approach. Cooperative advertising funds, too, are provided.

Working with Mr. Freimann in sales and advertising capacities are J. David Cathcart, formerly advertising manager of RCA Victor home instruments, and P. F. Marshall, formerly advertising manager of Mc-Cormick & Co., Baltimore. On the staff are 15 district sales managers.

As to the future business outlook, it is the opinion of Magnavox executives that next fall holds great possibilities. They point out that many surveys indicate that from 25 to 30% of all families in the United States have the urge to buy a radio-phono console. This, they say, would indicate that some 10,000,000 to 12,000,-000 families might well be the peacetime market for such instruments. Since only 700,000 such instruments were made by all manufacturers in 1946 it follows, says Magnavox, that even with maximum production during 1947 it will be impossible for manufacturers to take care of the unsatisfied urge to buy.

They further point out that ability to buy is now at a peak; that \$34,000,000,000 of pent-up purchasing power exists in "E" Bonds; that personal demand deposits are up 20% since V-J Day; that real purchasing power is a third higher than it was in 1929; that the national income is running double pre-war; that employment is excellent and that wage rates are still rising. And beyond all this, credit remains as an untapped reservoir of buying power.

Magnavox dealers, company executives report, agree with this philosophy and are buying ahead against unforseeable autumn activity. Magnavox held, as of July 1, firm orders from all dealers covering the period through August, 1947, and has estimates on the merchandise to be required for the rest of the year. With aggressive promotion and a careful setting of sights, Magnavox dealers are continuing to move Magnavoxes today and are preparing for the sea-

son ahead.

Top executives of the company do not feel that its sales volume of more than \$20,000,000 in console radiophonos for the year just ended represents anything like the limit of its growth. They hold that much opportunity for expansion exists. Television will be in the line in 1948. Many other new products are contemplated, and the export market, they point out, has not as yet even been tapped.

# Readers' Service Can Furnish These Reprints

Send order with remittance to Readers' Service Bureau, Sales Management, Inc., 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number:

#### ADVERTISING

138—How to Increase Sales Through Better Media Selection, by Arthur Hurd. (Price 25c)

121—The \$8,000,000,000 Textile Industry: Is Ripe for Brand Name Promotion? A portfolio of a 19-article series by James C. Cumming. (Price 25c)

106—The Job of the Advertising Department (a chart). (Price 5c)

133-Shall We Display and Advertise Price? Public Says "Yes!" (Price 5c)

#### MANFOWER PROBLEMS

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142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles) (Price 50c)

132—How General Foods Gives Management Training to Top Executives, by Austin S. Igleheart. (Price 5c)

131—Hiring Will Be Easier—If You Blueprint Your Salesmen's Jobs, by Edwin G. Flemming. (Price 5c)

130—How to Spot, Appraise and Spike Grievances Among Salesmen, by Robert N. McMurry. (Price 5c)

129—How to Solve Salesmen's Auto Cost Problems, by R. E. Runzheimer. (Price 5c)

126-What Makes a Star Salesman Tick? by Jack Lacy. (Price 5c)

124—What Type of Salesman Makes the Biggest Hit with Buyers? by Norman R. Catharin. (Price 5c)

145—Five Yardsticks for Measuring a Salesman's Efficiency, by Richard S. Crisp. (Price 10c)

149—Salesmanship as a Profession, by Robert S. Wilson. (Price 25c)

112—Six Sound Reasons Why You Should Use a Patterned Interview in

PORT BARREN BROWLE CO.

SALES AVER
SEEN ONLY
TUES DAYS

Hiring Men, by Robert N. McMurry. (Price 5c)

#### MARKETS

125—New York Buying Groups Increase Department Store Memberships in 1946. (Includes tabulation of New York buying offices). (Price 10c)

142A—Los Angeles Now Rates as Major Buying Center. (Includes tabulation of Los Angeles buying offices). (Price 10c)

152—Where to Look for Big Buyers in Chicago. (Includes a tabulation of Chicago buying offices.) (Price 10c)

#### MANAGEMENT

137—What's Behind Today's Trend Toward Decentralization, by John Allen Murphy. (Price 10c) 118—New Management Patterns to Meet Tomorrow's Scramble for Sales, by Burton Bigelow (Price 10c)

107—The Job of the Sales Department (a chart). (Price 5c)

151-Where Will Profits Come From? by A. J. Gallager. (Three articles). (Price 50c)

#### REFERENCE TOOLS

144—A Current Reading List for Sales Executives and Salesmen. (Price 25c)

135—A Current List of Selected Information Sources for Businessmen, by Peter B. B. Andrews. (Price 10c)

117—A Selected Reading List for Professional Salesmen, by Dr. James F. Bender. (Price 5c)

103-A Time-Saver List of Sources for Maps. (Price 10c)

# THE BEACON IS FIRST IN READER INTEREST

Offering the World's Best Comics --Columnists -- Features -- Wire Services

#### 43 Comics:

Dick Tracy
Orphaa Annie
Mot
Winnie Winkie
Brenda Starr
Dixie Dugan
The Lone Ranger
Heney Bun
Mickey Finn
Little Joe
Thery and the Pirates
Speeky
Don Winslow
Bringing Up Father
Cousin Juniper
Smekey Stover
The Ripples
Ma Green
Texas Silm
Sweeney & Sen
Streamer Kelly
Med Handy
Med Handy

Gasoline Alley
Moon Mullins
Smitty
Tiny Tim
Joe Palooka
Aggie Mack
Popeye
Donald Duck
The Gumps
Lil' Abner
Myrtle
Biondle
Harold Teex
Ching Chow
Smilin' Jack
Kitty Higgins
Loole
Teenie Weenies
Surgeon Stone
Wild Rose
John West
indy

### 22 Columnists:

Waiter Winchell
Westbreek Pegler
Charles B. Driscell
Leonard Lyons
Noward Blakeslee
William K. Hutchinson
David J. Wilkie
Billy Rose
Beb Considine
Eleaner Rossevelt
Dewitt Mackenzie

Berothy Thompson
Walter Lippmann
George Dixon
Jimmie Fidler
Joseph and Stewart
Alsop
James R. Young
Frank Kent
Hai Boyle
George Sokeisky
Erich Brandeis

# And These Features: Parent-Child Column

Daily Patterns
Bridge —
by Charles Geren
Hometown News
How to Keep Well
Beb Becker's
Dag Celumn
What Do You Thlak?
The Veteran's Friend
Huts and Joits
Belleve it or Not
Poerman's Hollyweed
Mostly Malarky
Lessen in English
Portraits
Laughing Matter
Daily Serial Story
Bennett Gerd
Gene Dennis
Books and Authers
Polity's Diary
Heedlework
Paper Dail Curbuts
Skyway Cha'ter
by Al Bentz

Streams
Advice to Teen Agers
You'd Be Surprised
Beb Hope
Dear Diary
Anita Regers'
Hollywood
Crossword Puzzle
Gigs and Gags
Gracie Alien
Benny's Netebeek
Hedda Nepper's
Hellywood
The Neighbors
Sunday School
Lesson
Radio Programs
Emily Post
Your Reporter
Edgar Guest
Your Reporter
Edgar Guest
Story
of Love

Dorothy Dix Our Woods and

12-Page Comic Section

(30 Comics)

**Every Sunday** 

TOTAL NET PAID CIRCULATION NOW OVER 104,000 DAILY • 122,000 SUNDAY

# THE WICHITA BEACON

Kansas' Largest Newspaper Represented by Lorenzen & Thompson, Inc.

# CAMPAIGNS AND MARKETING

#### **Telex 97 Promotion**

An advertising and merchandising budget of over \$300,000 has been set up for the promotion of Telex products during 1947. The bulk of the allotment, says Allen Hempel, president of Telex, Inc., Minneapolis, Minn., will be used in advertising the new Telex 97, a one-piece hearing aid. Introduced during June, an extensive schedule has already broken in newspapers with a 1,000-line introductory advertisement followed by a series of 420- and 140-line inserts. Climax of this initial campaign was a full-page, two-color advertisement in The Saturday Evening Post.

A co-ordinated program of promotional material has been prepared for use by the Telex distributor. It carries the theme, "Telex Does It Again," with the phrase, "A Hearing Aid of Unsurpassed Beauty and Performance." It includes a fourcolor brochure which was also prepared as a four-page letter for nationwide mailing. The new Telex Circle Hearing Test booklet permits the individual to check his own hearing limitations. A small stuffer was also prepared on the Telex 97 incorporating the points of the larger brochure.

To present to Telex distributors the merits of the instrument, a giant four-color broadside is being sent along with a pocket folder containing samples of advertising material, newspaper mats and advertising schedules.

Besides 400 distributors and hearing consultants located throughout United States, Telex has an extensive hearing organization abroad. Advertising for the whole campaign is prepared by and handled through Campbell-Mithun, Inc., Minneapolis and Chicago agency.

## **Family Budget**

The American Viscose Corp. has personalized its annual report by presenting it as "our family budget for 1946," in an advertisement in eight of its plant city newspapers. Every now and then every family likes to sit down and figure out where it stands financially, the corporation points out, and this is "even more important when your family is made

up of 22,755 individuals.

The company says, "We took in \$139,398,426 in 1946 and this is how we spent it . . ." The percentages and amounts spent follow, for raw materials, wages and salaries, depreciation, taxes, dividends and "future needs," each with an explanatory paragraph. Setting aside 5.1% for future needs is explained in this way: "Each of us has something we are saving money to buy . . . a new car . . . new furniture . . . new clothes, etc. Likewise our corporation has to have a savings fund to buy the things we need to keep



'SWIMSATION" by Lee Knitwear Corp. is modeled by Warner Bros. star, Janis Page, as part of publicity meshed with 1947 advertising campaign. Double program, handled by Hicks, Inc., adds eight national magazines, mails reprints to 8,000 stores.

on producing rayon. \$7,053,437 was set aside for this purpose in 1946."

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\$75

"If I Were In Business for Myself," was the second personalized advertisement American Viscose ran about a month later. J. M. Maths, Inc., is the agency.

## Pepperell's Largest

Pepperell Manufacturing Co., Boston, has just launched the largest magazine advertising campaign in its history. The 13 consumer magazines to carry Pepperell copy will, the company estimates, bring its messages into 25,000,000 homes and before a total audience of 64,800,000 people at regular intervals over a period of a year.

The campaign will be broken down into four separate promotions: (1 Pepperell sheets and pillow cases in general, (2) Peeress sheets, (3) work fabrics, (4) institutional copy.

Pepperell sheets will be advertised in Life, McCall's, Better Homes and Gardens, Today's Woman and Bride's Magazine, total circulation 12,675,000. Today's Woman, a new comer for Pepperell advertising, wa added because 75% of its adult and ence comprised of women under 3 years of age, obviously good prospec for purchasing popular-price sheet Bride's Magazine was picked becau it has a selective audience of no and prospective brides.

Peeress sheets will be featured four-color bleed pages in Ladi Home Journal, and black and wh pages in The New Yorker, Hos



"PACKAGE" WINDOW DISPLAYS will be provided retailers by the Norge Division of Borg-Warner Corp. following five months of tests (June window above). Complete displays will tie in with the season and national advertising.

AUG

Beautiful and House and Garden, total circulation 5,414,692.

Work fabrics will be played up in black and white full pages in Look, and two-third pages in Farm Journal and Successful Farming, total circulation 6,126,851.

The institutional advertising will be placed frequently in black and white full pages in *Newsweek*, circulation 730,000.

"These advertisements," states Pepperell, "are aimed at selected buying families throughout the country and will set up a reserve of buying influence that will give retailers a strong background demand on which to base their over-the-counter sales of profitable, pre-sold Pepperell products."

Supporting the program, a large number of newspaper mats and displays are available for dealers wishing to tie in with the national advertising.

## **Gum Promotion Up**

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At its recent two-day annual sales meeting, which brought 72 territorial managers and sales representatives from every state in the Union, Leaf Gum, Inc., revealed the continuance and extension of its highly aggressive merchandising campaign utilizing increased radio, national magazine, outdoor, and business paper advertising.

Paul R. Trent, director of sales and advertising, joined with Bozell & Jacobs, Inc., Chicago, the Leaf advertising agency, to outline the big campaign, which features a new national radio spot campaign totaling \$750,000 on an annual basis.

"More than 100 radio stations, including the most important stations on all four of the major networks, will carry the Leaf message to every home in America," says Mr. Trent.

In addition to radio, Mr. Trent announces that Leaf will be advertised in 40 of the Nation's leading magazines including Life, Collier's, The Saturday Evening Post, Woman's Home Companion, Cosmopolitan, and others in large size units.

Continuation of extensive advertising in business magazines has been announced, and, according to Mr. Trent, Leaf's outdoor advertising program will emphasize gigantic spectacular displays in metropolitan centers and on major highways.

"Total sales in the national chewing gum industry exceed \$175,000,000 annually," Mr. Trent declares. "Leaf has become one of the leaders in the five-cent package field through effective advertising and high quality of the product. We are planning to secure 15% of the market through regular trade channels."

Leaf's salesmen are being equipped with slide projectors, plus sound attachment, and a recently produced slide-film titled, "It's Your Business, Too," which is directed to jobbers.

The salesmen have also been introduced to the new packages and new box displays for Leafmint and Leaf Spearmint. The new boxes are designed, says Mr. Trent, "as attention-getters for the period in which nationally advertised brands come up from under the counter and compete for customer attention."

In cities split up into sharp economic disparities, two and two, statistically considered, usually make three.

In Washington, where middle-bracket incomes predominate, two and two make four.

You can buy the town as a whole.

Everybody's a customer in Washington.

Buy great circulation.

Schoud Publisher

TIMES-HERALD 260,912

The STAR ....214,212

The POST .....165,554

as of March 31, 1947

Times Agerald

WASHINGTON, D. C.

National Representative GEO. A. McDEVITT CO.



TASSELS . . . a winsome cocker, will carry the story of Levolor (adjusts venetian blind cords) for Lorentzen Hardware Mfg. Corp. in shelter magazines this fall. The agency: Butler Advertising.

# Students Prove Rich Lode of Sales Talent

What's happened to all the exservicemen who enrolled in training courses designed to help them make

selling a career?

The Los Angeles Sales Executives Club, looking back on two years of helping embryo salesmen and sales executives learn the fundamentals of selling, finds the time, money, vision and patience put into this work has panned out.

To date, 796 students have been enrolled in short elementary courses, and more than 500 have been graduated. Many of these men now hold sales jobs with members of the Los

Angeles club.

In advanced courses, 27 students have been graduated so far. At present these courses have an enrollment of 50, every one of whom is employed by a member of the club. Most of them have had one or more years of

sales experience.

Whatever prejudice against selling these servicemen may have had, before taking up selling, has disappeared. Any doubt about students who stuck to the courses not being good candidates for jobs also has been dispelled. Students who went through to graduation have with few exceptions, qualified for sales jobs and made good in them and are coming back for advanced schooling.

The short course set up by the Los Angeles club covered eight weeks. It was designed to interest all of those who cared to fill out an application blank. About one-half of initial enrollees dropped out before

graduation.

The first short course was developed on the "case" plan, with classes listening to discussions of how suchand-such a selling problem should be tackled, and students themselves participating. This was the "drawing out" method, in contrast to the "pouring in" technique of lessons and lectures, and it taught the early students, and pointed the way to other teaching.

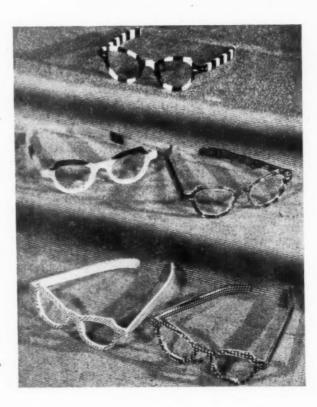
Also, the "case" method made demands upon club members, who were needed to attend classes and discuss the problems, and this demand upon the time of busy sales executives has

not let up.

"In fact, we have got to have more teamwork by members," says R. A. Thomas, chairman of the club's education committee. "We constantly need speakers and participants in case discussions, because without these practical presentations of sales methods, we would have nothing more to offer the student than any other purely academic instruction. Our success has been assured by the appearance of men with practical sales experience, as speakers or in discussion panels."

The Los Angeles club realized that not only were salesmen in short supply, but that additional sales executives would be required. To supply the demand for future sales executives, the club arranged a college course in distribution for those, who, after sales experience were willing to study for executive posts. A good deal of headway has been made in two years.

Loyola University intends to establish a course in distribution. Other colleges interested in teaching distributive education are: Redlands University, East Los Angeles Junior College, Pasadena Junior College, Occidental, and Whittier Colleges, University of Southern California, and University of California, Los Angeles. Eventually, it is expected that a College of Distribution will be set up by the Los Angeles board of education.



#### "SPECS" BEFORE YOUR EYES . . .

Remember when eye-wear was supposed to be "inconspicuous?" Those days are gone forever! The well-dressed lady of today chooses her spectacles to match her smartest accessories.

The Spec-taculars above are the creations of Charles Foster (see page 40), astute young senior partner of Charles Foster & Co., and president of American Spectacle Co., Inc. They're made of plastic, have fabrics encased between layers of the clear Lucite. Top row: barber pole stripe; center left: curved black line to emphasize the brow; center right: lace and plastic. On the bottom row: polka dots and red-and-white gingham for casual wear.



BLUE.. stops the eye... starts the sale

Maryland Blue

"Stop Shoppers"... see other side...

of op ize ka

EMEN1

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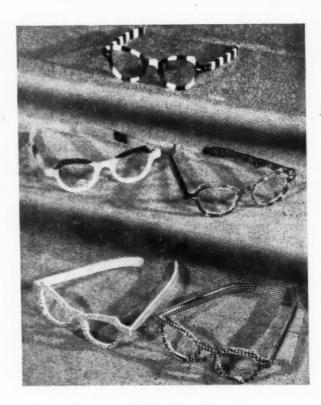
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BLUE.. stops the eye... starts the sale

Maryland Blue

"Stop Shoppers"... see other side...

us?"

(see Co., e of Top

GEMEN

# Stop shoppers

# WITH RICH, ROYAL MARYLAND BLUE

MAKE your product stand out from the crowd...give it the appearance of quality...and you improve its opportunity for success in highly competitive markets.

Many famous products are seen, recognized and bought more frequently because they are packed in rich, royal, "eye-stopping" Maryland Blue Glass. Here's why:

BLUE makes your product easier to see.

**BLUE** makes your product easier to remember.

BLUE makes your product smartly modern.

**BLUE** insures rich, distinctive appearance.

**BLUE** stands out, assures better display.

**BLUE** advertises your product in the home.

**BLUE** builds profits, steps up repeat sales.



C

Write today... tell us the nature of your product and the sizes in which it is packed... and let us send you samples of appropriate stock designs. Or, if you use bottles or jars in large quantities, we'll be glad to create a special design for your exclusive use.

MARYLAND GLASS CORP.
BALTIMORE 30, MD.

# Maryland Blue



# Pictured on the preceding page

are just a few of the handsome stock designs.

This diagram makes them easy to identify.

1. Cabinet Square in 1/2 oz. to 32 oz. sizes

2. Maryland Oval in 11/2 dram to 32 oz. sizes

3. Toilet Oval in 1/2 oz. to 8 oz. sizes

4. Chesapeake Oval in 4 oz. to 32 oz. sizes

5. Squat Jar in 25/16 dram to 18 oz. sizes

ALSO AVAILABLE IN CLEAR GLASS

# **Promotion**

### Formula For Latin America

Function of Inter-American Research Organization is to provide a complete, scientific research service to business and industry on all phases of marketing, industrial, employe or public relations problems throughout Latin America. The company maintains offices in Mexico City, Sao Paulo, Havana and Buenos Aires, offers a booklet which contains not only a description of the group's services, personnel, and functions but an interesting quiz, with answers, on diverse subjects-building, buying, appliance ownership, etc. Also selected case histories, briefing specific problems of marketing, etc., and solutions by Inter-American. New York offices are at 201 East 57th Street.

# **Buying in Pacific Northwest**

The Pacific Northwest Farm Trio offers another of its "must" survey booklets. This one, "What's Being Bought in 1947 For the Farms and Farm Households of Washington, Idaho, Oregon," was the result of an extensive survey conducted by P.N.F.T. (Some 1700 questionnaires were completed.) Write Ralph E. Dyar, Publicity and Research, Pacific Northwest Farm Trio, Cowles Publishing Co., Spokane, Wash.

## **Canadian Consumer Survey**

Based on a tabulation of more than 20,000 questionnaires, The Canadian Consumer Survey of 1947, was conducted in 60 principal Canadian cities. The 210-page volume contains a wealth of data on buying habits, indicated brand preferences, ownership of household appliances, etc. This is the first comprehensive survey of its kind taken in Canada since before the War. Copies of the report are available from Canadian Daily News-



papers Association, 902 Excelsior Bldg., Toronto 1, at \$5.00 a copy.

## Popular Science:

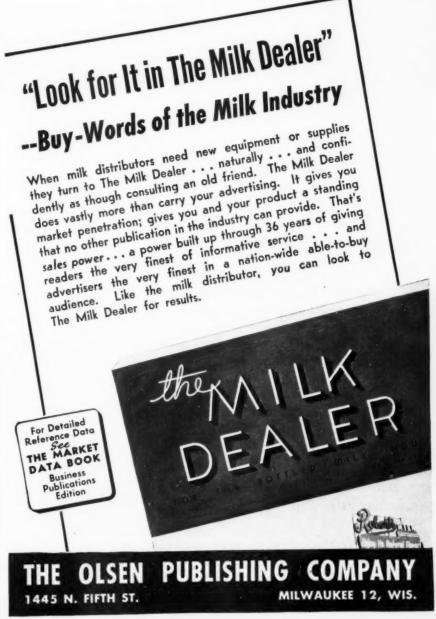
"The Double Life of Popular Science," a presentation just released by that magazine, reveals new data of interest to tool manufacturers and their agencies. Based on results of the most extensive survey of readership ever conducted by the publication, the study is a broad analysis of Popular Science's market in relation to industrial sales and retail sales of hand and power tools. Write the magazine at 353 Fourth Avenue, New York City, 10.

## Make-Up in St. Louis

The St. Louis Globe-Democrat (1133 Franklin Avenue, St. Louis 1) has completed a survey of metics in the St. Louis area and a booklet of results, "St. Louis At Its Face Value." Sandwiched in between survey facts and figures the newspaper has included pertinent facts about its circulation, advertising, etc.

#### A \$2 Billion Shift . . .

In seven Western states (California, Oregon, Washington, Arizona, Utah, Nevada, Idaho) there's been a tremendous influx of people and industry. These states show a 125% income gain, a 166% increase in Retail Sales. For a breakdow, state by state, city by city, of population, retail sales, percentage of U.S.A. sales percentage, write to G. B. McDonald, vice-president, Williams, Lawrence & Cresmer Co., 285 Madison Avenue, New York City.



why you get

# for less on WOR

We have said in previous ads . . .

- 1. WOR has not raised its daytime rates since November 14, 1937.
- 2. WOR's discounts to sponsors have not decreased. In some cases they have been extended 25 to 30%.
- 3. WOR's nighttime rate has not changed since November 1, 1943.
- 4. WOR delivers the second lowest cost-per-thousand rate in the United States.

Good -

But, let's dig a little deeper. Let's show you, more minutely, why you get *more* for *less* on WOR.

Let's talk about programs; how very eco-

nomically they get into people's homes and minds when you use WOR.

- ★ A WOR show, weekdays, 1:30 P.M., is heard in 538,489 homes at a cost to the sponsor of 1/12th of 1 cent per home!
- ★ A WOR show, weekdays, 11:15 A.M., is heard in 589,774 homes at a cost to its sponsors of 1/3rd of 1 cent per home!
- ★ A WOR show, weekdays, 8:15 A.M., is heard in 1,630,853 homes at a cost to its sponsors of 1/27 of 1 cent per home!

Little wonder why WOR regularly carries more accounts with a greater total dollar volume than any station anywhere.

Little wonder that WOR frequently carries more accounts than the combined total carried by New York's three other major stations.

mutual

WOR-that power-full station at 1440 Broadway, in New York



#### Ten-Strike

Editor, SALES MANAGEMENT:

I was greatly interested in reading your article "Salesmanship as a Profession" as it appeared in the June 15 issue. . .

This is undoubtedly one of the finest articles on this subject I have ever read, and would appreciate it if you would kindly send me a reprint. . . .

> T. J. COBURN Blatz Brewing Co. Milwaukee, Wis.

Editor, SALES MANAGEMENT:

Will you please send us 30 reprints of the article "Salesmanship as a Profession," by Robert S. Wilson.

This article is the finest definition of the standards that should be in the mind of every man in . . . selling. Such articles are, indeed, of real value to your readers.

> A. PAUL BURTON Assistant Sales Manager W. B. Saunders Co. Philadelphia, Pa.

Editor, SALES MANAGEMENT:

As soon as reprints of the article "Salesmanship as a Profession," by Robert S. Wilson, are available, I would like to have five copies for the officials of my company.

In my opinion, this is one of the best articles on professional selling that has ever been written. I believe your reprint requests will hit an all-time high.

> Roy A. Bonhaus Lott & Geckler Cincinnati, Ohio

(SM's first reprinting of the Wilson article was sold out before it was delivered. The second is going out as fast as Readers' Service can count, and the shipping department, pack. A third is in the offing.

Among the hundreds of companies that ordered 100 or more: United States Rubber Co., James Lees & Sons, Inc., The Oliver Corp., Sun Life Assurance Co. of Canada, Alexander Smith & Sons, Sunbeam, Inc., American Electrical Heater Co., E. J. Brach & Sons, Pitney-Bowes, Inc., Bendix-Westinghouse, Snap-On Tools Corp., The Fairbanks Co .- (The Editors.)

# **Oregon Tourist Note**

Editor, SALES MANAGEMENT:

Your story on Oregon's tourist develop-

ment program was of great interest to

Last year we approached the subject in somewhat the same way (note the attached "Travel Clinic" outline). Eight Travel Clinics" were held at key points throughout the state. These were open meetings. We also met with the West Virginia Hotels Association and the West Virginia Restaurant Association. A meeting was held in February of this year with operators of tourist homes and tourist courts as a preliminary to the establishment (not by us but by the operators themselves) of a state association of tourist courts.

Guest speakers at our 1946 "Clinics" included Garth Cate of Scripps Howard, Don Short of the Hearst papers and Walter Hubbard of the AAA Washington

Idea throughout has been to tell our business people in all fields that the tourist means new money in the community; and that if they prepare to take care of this new business we will help bring it to them with our advertising.

At the end of the first (1946) post-war vacation year during which we made a survey of tourist numbers and spending, we reported to all our cooperators on results, emphasizing our deficiencies as pointed out by visitors in the course of our survey. You may be interested in noting that only one person of hundreds contacted in the survey complained about high prices-and that was a somewhat curious beef about the cost of 100 pounds of ice bought by a camping party.

> W. C. HANDLAN, Executive Director West Virginia Industrial and Publicity Commission Charleston, West Virginia

#### Cairo's Babies

Editor, SALES MANAGEMENT:

I note in your recent issue a chart entitled "Variations in Local Demand for a Popular Product," in this case Baby Foods. How do you reconcile the fact that in Cairo 91% of the families have babies of an age that would call for the use of Baby Food?

> GURTH F. CHAMBERS Vice-President for Sales American Home Foods, Inc. New York, N. Y.

(Cairo families aren't so everlastingly potent that 91% are prospects for baby foods. The 100% in the Pictograph are the families who use any baby food, and the 91% are those in that group the product of Mr. Chambers' con Gerber.-The Editors.)

## Star Bright

Editor, SALES MANAGEMENT:

I read with great interest your article in the June 15th issue of SALES MANAGE-MENT entitled "Training's Star is Rising."

I feel that I should like to compliment you on your thoughtful presentation of the training program and the vision which you exemplify in your presentation. We feel honored to have had you refer to the recent training conference in connection with such a forward-looking article.

> ROBERT A. LOVE, Director The City College of New York School of Business and Civic Administration New York, N. Y.

Editor. SALES MANAGEMENT:

I read with great interest the article, Training's Star is Rising" in the June 15th issue of SALES MANAGEMENT. . . . I want to express my gratification at your giving the S. A. M. meeting this attention.

> CARL HEYEL Lehn & Fink Products Corp. New York, N. Y.

Editor, SALES MANAGEMENT:

I have just completed reading your article in the June 15th issue of SALES MANAGEMENT, under the heading, "Training's Star is Rising." I want to take this opportunity to compliment you on the article and say that I know articles of this type will certainly go a long way toward emphasizing the importance of training in industry today.

After reading the article, I just could not let the opportunity go by without dropping you a note and expressing my thoughts regarding it.

> J. C. MILLER, Manager Sales Training The Fleischmann Division, Standard Brands, Inc. New York, N. Y.

Editor. SALES MANAGEMENT:

I wish to take this opportunity to compliment you on the Editorial that appeared in your recent issue of SALES MANAGEMENT under the heading "Training's Star is Rising."

We who handle salesmen on a national scope are more cognizant than ever that a well trained salesman is a necessity, and I think that this will be proven more in the years to come. . . .

> F. A. NEALON, Sales Manager Merchandising Division The Electric Auto-Lite Co. Toledo, Ohio.

NT



1 1946 was a banner year for Long Beach business . . . still we're ringing up gains in '47! Take a look at these retail classifications. (Figures shown are for the first four months of 1947, compared to 1946.) Proof Positive of a Market geared to Sales!

Reach this rich market with the Press-Telegram, dominant Long Beach Daily, offering maximum market penetration with a circulation of 85,000 net paid daily!



Represented nationally by Williams, Lawrence & Cresmer Co.



(The applause stems from "Training's Star is Rising," which appeared in "Comment" in SM for June 15. It commented upon a training-in-industry meeting held in New York by the Society for the Advancement of Management in cooperation with City College of New York. Transcripts of the meeting will be available later . . SM will let subscribers know its price, where and when on tap.—The Editors.)

### **Missing Pair**

Editor, SALES MANAGEMENT:

As we are public relations counsel to the National Association of Margarine manufacturers, we were very pleased with the appearance of the article in your June 15 issue titled "Tough Going but the Margarine Fight Makes Headway."

There was nothing missing from it in the way of information except the names of two of the members of this association. Since you listed everyone else, we thought you would not mind letting your readers know that the Blanton Company of St. Louis, Mo., and the Sunnyland Refining Company of Birmingham, Ala., are also members and take part in the interesting promotional activity for margarine described in your article.

MARIKA HELLSTROM,
Associate
Publicity Associates Inc.
Empire State Building
New York, N. Y.

# **Meeting the Press**

Editor, SALES MANAGEMENT:

This last year, as part of the work of the Educational Committee of the Los Angeles Chapter, American Council on Public Relations, we forwarded copies of your reprint "How to Hold a Press Conference" to our membership. Thought you might be interested in some of the comments we received:

"Liked 'How to Hold a Press Conference' as it is particularly applicable to the work of this office. Am building up a reference library, including these booklets and pamphlets."—Murray M. Chotiner, President, Murray M. Chotiner and Associates, Beverly Hills.

"I thoroughly enjoyed 'How to Hold a Press Conference' because it is complete, well written and interesting. I passed it on to the man who took over most of my work at Sunkist."—Howard J. Brown, E. O. Nay Co., Pasadena.

"Found 'How to Hold a Press Conference' helpful to me in my work."—Herbert M. Baus, Public Relations Counselor and Author.

"I found James W. Irwin's 'How to Hold a Press Conference' very helpful." —W. W. Robinson, Vice-President, Publicity and Advertising, Title Insurance and Trust Co. "I particularly enjoyed 'How to Hold a Press Conference' because it was more directly useful in my work than the others."—Irvin Borders, Public Relational Division, The Foundation for Economic Education, Inc.

"This is a competent job. The man is right in almost everything he says, (except . . . 'we have never been seriously misquoted . . . unless we really deserved When in hell does a man deserve being misquoted?) But the advice is sound, and the author sounds like a man who's been through the mill. His warnings against copious fluid and food are well given. I remember how sore we New York newspapermen were at Anne Morgan, in 1916, when she invited us to something, and then found ourselves cooped up in a tiny 'press room' stocked with gin and caviar-and no story. To get even, we fibbed."-Ben S. Trynin, Economic Counselor, Pasadena.

HARVEY HUMPHREY,
Past Chairman,
Educational Committee,
L. A. Chapter,
American Council on Public
Relations

(James W. Irwin's article "How to Hold a Press Conference—A Primer for Management Men" appeared in SM July 15, 1945. Reprints are still available through Readers' Service Bureau, price 5c each.—The Editors.)

### **Re Media Promotion**

Editor, SALES MANAGEMENT:

In the article by Mr. Cumming, Page 77, July 1st issue of SALES MANGEMENT, he comments that it is hard to see to whom the Macfadden Wage Earner Forum helps to sell space.

Possibly, Mr. Cumming has never heard of or had experience with activities carried on by any company in the general interest of business and industry. Perhaps he has never read in the Bible of bread cast upon the water. Unselfish activities are often very profitable over the long run. Such is the case of the Macfadden Wage Earner Forum.

But if Mr. Cumming does not understand that philosophy, it would probably be difficult to explain it to him.

> EVERETT R. SMITH Director of Research Macfadden Publications, Inc. New York 17, N. Y.

(Mr. Smith refers to the article, "What Happens to Media Direct Mail That Does Get Past the Secretary?" Perhaps Mr. Cumming, surfeited as he was and is by media promotion primarily distinguished by a selfish approach, didn't recognize an unselfish approach when he saw one.—The Editors.)

# "HERE'S A NEW TASTE THRILL!"

says the laboratory

# "WILL ANY ONE BUY IT?"

queried the skeptic



A large cereal manufacturer came up with a new product which laboratory tests indicated was a hot number.

The advertising agency called in to promote this new article properly refused to proceed until the market had been tested.

Said the agency to National Analysts, "Find out if people like this. See if the package is attractive. Is it the right size? What price will people pay for it?"

The first thorough inquiry among consumers indicated that certain groups of people liked the new cereal, but that several changes were advisable.

When those were made, a second check of the consumer market brought forth facts on which the advertising agency built its campaign.

Whatever your problem, discuss it with us. A conference costs nothing.

# NATIONAL ANALYSTS, Inc.

WASHINGTON

PHILADELPHIA

SAN FRANCISCO

EXECUTIVE OFFICES . LEWIS TOWER BUILDING . PHILADELPHIA 2, PA.

A Complete Marketing and Research Organization with National Coverage

AUGUST 1, 1947

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# Exhibit Stresses Modern Approach to Toy Selling

Toy Guidance Council opens a Fifth Avenue showroom to teach proper selection of toys for various age groups, and to educate dealers and consumers on types of toys that aid in a child's skill and personality development.

One of the dictionary definitions for the word "toy" is "something of no value." Those are fighting words for America's toy industry, which expects this year's over-the-counter volume for toys to reach a total of \$300,000,000.

That the industry is growing up and acquiring higher professional standards is indicated by the expansion of the Toy Guidance Council, which has just opened a new showroom for its permanent Toy Guidance Exhibit, as a service to the public and educators, and to the toy trade—both retailers and manufacturers.

The nine-year-old Toy Guidance Council is the brain-child of Melvin Freud, its president, who is distantly related to Sigmund Freud, the father

of psychoanalysis. Like his famous kinsman, Toyman Freud is concerned with psychology, but in a practical way. In the past nine years the Council he heads has stressed the importance of suiting a toy to the needs of the child, as a tool in his development. It has issued material to make it easy for salespeople to sell toys in accordance with that principle. It has also undertaken to educate parents, through sponsoring lectures at schools, churches and PTA meetings; through issuing booklets; and even through furnishing stores with a display banner which lists the functions toys should have for the different age levels of the children for which they are bought. It is probably best known to retailers through its Toy Yearbook, which illustrates and describes 200

toys, chosen by a committee and recommended as outstandingly good.

The new showroom, designed and executed by Horace Ginsbern, might serve as a model for toy retailers, as it is characterized by many new decorative and display wrinkles. It is located in the heart of New York's toy trade center, in a building with two entrances, one at 204 Fifth Avenue and the other at 1124 Broadway. The color scheme is blue and chartreuse, with accents of rose. Lighting is both fluorescent and incandescent. One wall is covered with Weldtex, a fluted material also incorporated into some of the display stands. There are many new architectural ideas to be found in the place, such as a folding glass door. There's a special room, equipped with floodlamps, for press photographers. Before constructing the unit, the builders visited a number of manufacturers' show-rooms, to get ideas on how toys should best be displayed.

Manufacturers of toys selected for exhibition by the Council must pay rent at the rate of \$15 per toy for a 13-week period. This applies only to toys measuring 300 square inche or less on their largest side. For each additional 100 inches or fraction thereof, the charge is \$3. Toys are arranged according to age level and type, dolls and stuffed animals bein

# IMPORTANT IN ST. LOUIS



# THE FAMED "MUNY" OPERA

10,000 spectators nightly for twelve weeks

-866,963 a summer! . . . Famous singers,
colorful dances and brilliant scenery . . . The
spell of music under the summer stars as
exciting after twenty-three years as on a
first night . . . Possible only in a GREAT city!



# THE ST. LOUIS STAR-TIMES

Over 175,000 reader families daily—equal to a market of substantially more than a half million people... over four-fifths of them profitably concentrated in the easily reached, responsive St. Louis ABC Retail Trading Zone.

FOR A COMPLETE SELLING JOB IN BIG ST. LOUIS YOU NEED THE ST. LOUIS STAR-TIMES

Represented nationally by the Geo. A. McDevitt Co.

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fraction oys arevel and ls being shown together, hobbies and crafts, and so on.

For each toy shown, there is a rating sheet, available in card index form, which lists qualities under the broad headings: Fun Giving Value and Practical Play Value. Under the sub-head, Amusement, there are spaces for checking Action, Humor, Imitative Play, Competition, etc. Under Safe for Play, there may be checked Smooth Edges, Harmless Finish, UL Approved, Chemically Safe, etc. Practical Play Value might be Mental, Social, Physical or Vocational. Listings under the heading

Mental include: Provides Knowledge, Demands Resourcefulness, Requires Concentration, etc. Under Physical, there are: Provides Bodily Exercise and Induces Muscular Coordination.

According to Mr. Freud, all toys chosen must be passed upon by the staff's consultant, who is a member of the faculty of Teachers' College, Columbia University. The attendants at the exhibit include one young woman with a teaching background.

The toys on display at the TGE will be changed periodically. Among those shown on the opening day were such realistic items as a soda foun-

tain which really 'works" Mamma provides the required soda). and a kit from which an aspiring chemist may produce perfumes. A toy motor boat, operating on dry cell batteries and closely patterned on an actual Elco model, was demonstrated in a large water tank. Among the dolls shown was one with three faces. any one of which might be made visible at the will of the young mother, by turning the doll's head. A considerable range of infants' toys was also shown, including the famous Cradle Gym and a new item by the same manufacturer, a device which a baby can manipulate by kicking. Among musical toys, there was a piano with its keys numbered, and a set of sheet music, with figures instead of notes-by means of which any child who can read numbers is enabled to play tunes.

No toys are on sale at the Exhibit, and the attendants will indulge in no selling talk. Names and addresses of sources—manufacturers and retailers—will be furnished to those who

are interested.

#### Selection Guide

Melvin Freud, who was formerly an advertising agency man, has contributed plenty of good ideas on the merchandising of toys to the industry he serves. He is a strong advocate of the custom of buying toys throughout the year, instead of only at Christmas time. This policy, he says, is not only in the best interests of retailers, jobbers and manufacturers, but of children as well-since a child develops rapidly and a toy chosen for him one month may be outgrown 60 days later. The Council distributes an educational booklet, "Your Child," for consumers, and a useful handbook for stores. The handbook gives advice on selection of toy stock, displaying and caring for merchandise, demonstrating and presenting toys, price competition, public relations and the like. There is also a section on evaluation of toys. The organization furnishes promotional aids, such as the Toy Selection Guide or banner which lists characteristics desirable in toys for six age groups, from infancy to advanced childhood (over 10 vears).

Many parents, without realizing it, buy toys ostensibly for their children, but in reality to satisfy their own desires. In this class are the father who buys the elaborate electric train set for an infant and the mother who chooses for her small daughter a beautifully dressed doll that isn't much fun to play with. Such parents will be fewer in number if the TGC's teachings become widely disseminated.



Over 600 diversified industries and specialized types of agriculture, combine to make the Worcester market a great spot for year 'round record retail sales. The value of Worcester's industrial output — \$376,837,735\* — ranks 17th in the nation. Agriculturally, Worcester ranks 56th among the nation's 3,077 counties with a farm income of \$28,830,000\*\*. Plant your sales seeds in the newspaper that covers the entire Worcester area — the Worcester Telegram-Gazette. Daily circulation is in excess of 140,000, and Sunday circulation over 100,000.

\*From Mill and Factory

<sup>\*\*</sup>From Sales Management 1947 Survey of Buying Power



# Industrial Sales Control? Here's a Plan That Works

BY WILLIAM A. MEITER
Buffalo District Manager, Worthington Pump & Machinery Corp.

It's a territorial method simple to keep complete and up-to-date with least office effort — Makes salesmen's reports an easy routine in several Worthington districts.

A time-tested, territorial sales control plan that's simple—in the face of complex industrial selling such as ours—that saves time for both the salesmen and the home office, that centers sales effort where it will count most effectively and that keeps customer data up to date is now in effect in several Worthington Pump & Machinery Corp. sales districts.

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It has at least three merits which we, who devised it in the company's Buffalo district, think any successful territorial coverage control plan for a manufacturer of industrial equipment must have:

1. It is a plan which salesmen prefer to their own "little black book," and which leaves a permanent record in case salesmen are moved around, or in case they leave the company.

2. It gives the office continuous, complete information on all accounts, especially the active ones.

3. It reduces to a minimum the time, space and energy required to keep records up to date.

In order to get a clear picture of the situation and the problems which

the Buffalo district sales office tried to solve, certain facts should be given. Worthington salesmen have a varied line. There are pumps, compressors, motors, air conditioning and refrigeration equipment, construction, power, and other heavy equipment. There is, also, a large variety of customers and prospects, from the small ones in the one-room office to the largest corporations. An average salesman's territory has about 750 potential customers. Management and salesmen must determine which 50 or 300, as the case may be, are the best prospects to receive the most attention by salesmen.

Because of our varied line, we have basically three types of salesmen:

 Merchandising salesmen, who handle small packaged goods through distributors and dealers.

General line salesmen, who deal with highly technical tailor-made products.

3. Specialty salesmen, who back up both merchandising and general line salesmen whenever required in a particular territory.

With three groups of salesmen and a long line of products, the problem is to help salesmen avoid duplication of calls, and to avoid calling too often

ITINERARY SHEET: Each salesman prepares this weekly report form in advance, leaving a copy in the district office with the two right-hand columns blank. At weekend, he mails it in for entry into the Territorial Record. It keeps customer personnel records up-to-date and requires no individual call reports except following a quotation or a customer request for information.

		N	MONDAY	
QUO. NO	CUSTONER	LOCATION	PERSONNEL.	KENARES
330	Bflo Front Steel	Bleo	Redman Smith	new conditions of serve
	arrow 134a	44	norten	out of town
3	Mimmo Laundry	11	adams	new installation O.K.
345	Miagara F.P.	-16	Long	appropriationstyetopy
12 a	Rail Eq. Co.	61	a.B. Hams	Followed up inquiry
	HOTEL (MONDAY HIGHT)	will	24	LOCATION Manafield
14			TUESDAY	٥

The TRUE Cleveland Market is compact because there are confining influences all around it. Lake Erie on the north and Akron on the south plus prosperous smaller cities in other directions make the TRUE Cleveland Market occupy less space than any other market of similar importance.

This simplifies your distribution problems and multiplies your advertising results because more customers are close to your sales outlets. One hour in a bus or automobile will put 98% of the people of the TRUE Cleveland Market in the heart of Cleveland. Coincidentally, over 98% of Press circulation is in this same area. The concentrated circulation and top coverage of The Cleveland Press is all you need in this compact market.

CONCENTRATE



FOR PROFITS

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CONCENTRATE FOR

CONCENTRATE FOR PROFITS

CONCENTRATE FOR PROFITS

SALES MANAGEMENT

CONCENTRATE FOR PROFITS \* CONCENTRATE FOR PROFITS

CONCENTRATE FOR PROFITS

whether the customer is "active" and on the direct mail list, which other district office cooperates on the account, the class of the customer ("national," "resale," etc.), the number of quotations last year ("orders," "lost" or "dead"), the normal call frequency and total calls made last year. It's a complete record which any intelligent clerk can quite easily maintain.

on one prospect while perhaps overlooking the prospect across the street.

CONCENTRATE FOR PROFITS

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CONCENTRATE

FOR PROFITS

MENT

This plan revolves around two forms. Taken in the order of their use, the first form is an Itinerary Sheet. This covers the daily and weekly information required to maintain the second form, which is called the Territorial Record. The Itinerary Sheet is an 81/2 by 11 inch looseleaf form with space for the first three days of the work week on one side, the last three on the other.

Salesmen prepare these Itinerary Sheets in duplicate, one week in advance of the calls they are going to make. They carry the original and leave a copy in the office. As they make calls, they check them off the list or add unplanned calls. Their entries in a column headed "Personnel" keep the office up-to-the-minute on who is who among our customers.

Entries in another column headed "Remarks" eliminate individual call reports except where quotations are made or inquiries are received from customers who want information. This device is, of course, popular with salesmen. It's a time saver for them.

At the end of each week the completed Itinerary Sheet goes to a clerk in the office who transfers all the necessary information to the Territorial Record form. There is nothing complicated about it. It's a quick and easy process.

We turn now to the important 81/2 by 11 inch Territorial Record form which is unconventional and absolutely vital to the success of the plan, both in its design, and in its completion in the office. This form enables us to record an average of 15 to 20 customers on each page-not just one customer per sheet, which is usual practice on most conventional plans. It shows 1,000 customers on 50 pages, yet it incorporates practically all information called for by a single-sheet conventional plan. In a word it is a "single sheet" approaching all the advantages of a visible card drawer. We do, however, record our biggest customers in a visible card system too.

The master copy of the Territorial Record form is printed on transparent paper, so that it can be reproduced in blue-line copies by a blueprint operator. This provides the work sheets for the office and salesmen.

Entries are made on the Territorial Record form as described on the form itself. Large territories should be divided into trading areas as covered by one or two salesmen.

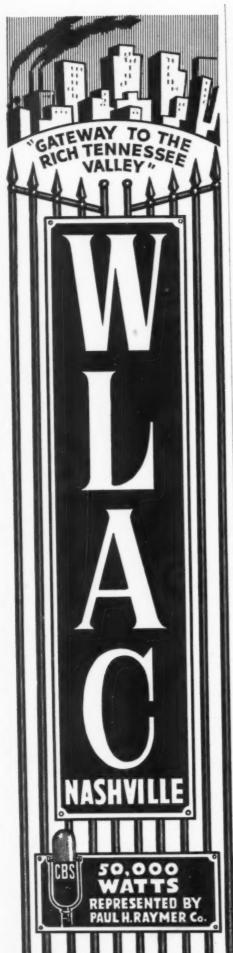
On the Territorial Record control form go the names of the customers,

active and inactive, their locations and their personnel in the right-hand column. Moving from right to left by columns, code entries show the type of our salesmen and the customer's kind of industry. In the next two columns "X" indicates whether the customer appears in our visible card index and whether he is on our direct mail list. In the next column a figure indicates what other Worthington district, if any, we cooperate with, in case the account is national. In the succeeding column we enter "N, or "O" to indicate at a glance whether the account is "National", "Resale," "Original Equipment," etc.

There follows on the form-still moving to the left by columns—a series of spaces headed "Months and Calls." Here salesmens' calls are recorded in the office each month by drawing vertical lines. We are not interested in exact dates of calls. To differentiate between various types of our salesmen we use different colored pencils inasmuch as two salesmen may call on the same customer.

Then come columns for "Number

of Quotations Last Year" divided into "Orders," "Lost" and "Dead" signified by "O," "L" and "D". These are tallied at the end of each year to complete the past record.



In the next to the last column, at the left, is indicated "Normal Call Frequency." We ask ourselves, "How many times should our own salesmen call on a given customer per year to secure our share of the business?" The figure decided upon and placed in this column opposite the customer's name immediately marks the customer's importance to us.

Finally, at the extreme left, is our column for year-end entry of the total

calls actually made.

This Territorial Record is easy to maintain because current entries are

so few and simple.

All information except quotations and total calls is relatively permanent, so this information is typed on the transparent master form. When the Territorial Record sheet is made up, the figures for quotations and calls are entered in long-hand on the copies reproduced for use during the current year.

At the close of the year, typed information on the master transparent copies is brought up to date with current office copy work sheets and in addition checked by each salesman against his copy of the current work sheet. Erasures are easily made. The transparent copies can be used for many years for reproduction.

About 30% of our potential customers are of sufficient importance to be recorded in the office visible card system. On these cards are posted equipment purchased and annual performance, the number of calls, number of quotations resulting in orders -lost, or dead-and dollar sales. This makes possible a quick and accurate check of effort, activity and



PLANNER: Bill Meiter worked out this control method in his Buffalo district.

results with our major customers. The data in the visible card system are not diluted with the 70% which represents potential customers normally handled by dealers and distributors. Yet we have a complete record, on each Territorial Record sheet, of all potential customers in each territory so compact that the entire list is kept up to date in a single loose-leaf book.

Throughout the country, Worthington has 26 district sales offices serving all types of industry, in both closely and sparsely settled territories. Our plan is an alternate to the one now used by some of our offices. So it is recognized that even in our own corporation, there is no one plan which fully meets all conditions.

#### INFORMATIVE TAG MARKS CA-VEL FABRICS

A four-page folder printed in colors on heavy card, will mark and accompany all Ca-Vel fabrics, say the manufacturers, Collins & Aikman. The tag is loaded with information for the benefit not only of the purchaser but as an aid to the floor salesman for bettering his pre-

On a sofa covered in Ca-Vel, for instance, the front cover of the booklet announces that "the upholstery on this furniture is Ca-Vel Pile Fabric." The first page also points out that the fabric has been treated against moth and flame damage, a fact which sometimes sells the lady of the house before she reads any further. Inside there are directions for keeping the fabric clean, and a helpful guide for removing various types of stains and mars. The third page discusses antidotes for such troublesome things as candy, chewing gum, fruits and liquors. There's also a cheering note concerning color fastness. Page four explains away the intricacies of Weave and Fibre, tells why Ca-Vel is especially durable.

The entire booklet has been illustrated with clever little line drawings.

# How SM'S Price & Quality Survey Was Conducted

In this issue (page 37) SM reports the findings of a survey made by National Analysts, Inc. under the title "Buyers Balk in Face of High Prices and Shoddy Quality." Here is the technique employed in the development of the findings:

The sample of respondents: This study was purposely a "rough" study, in the sense that SALES MANAGEMENT did not expect a precise measurement, but wanted, rather a rough approximation of public opinion and behavior regarding prices and quality of present-day merchandise.

For that reason it was decided that a "rough" sampling method would suffice. Interviews were made in office buildings, and on street corners. While this is not the quality of sample that would be sound for a management decision, there is no reason to expect that the results obtained to the present list of questions would be markedly different if they had been taken in the home.

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For a real effort to obtain a crosssection was made. Each investigator used on the study was directed to obtain a specific quota by economic group, as the specification sheet (bound as the next few pages of this report) indicates. In addition, each worker was told to get a rough crosssection by sex and age.

A total of 1,006 interviews was made, distributed as follows in these cities:

Boston	100	Dallas	103
Philadelphia	100	Minneapolis	100
Atlanta	101	Denver	101
Cleveland	100	Seattle	101
St. Louis	100	San Francisco	100

Total 1006

These interviews were conducted between June 12, 1947, and June 24, 1947.

The field work: The interviews were all conducted by selected and trained investigators. In each city included, the work was under the direction of a competent research individual. Each investigator received personal instruction before the calls were made.

The questionnaire: The questions were designed by research personnel of National Analysts, Inc., and were approved by SALES MANAGEMENT before the study was put into the field.

Because the questionnaire was a relatively simple one, no pre-test calls were made. Subsequent experience shows that this decision was correct; no investigator or respondent had any difficulty in working with the questionnaire. There seems every reason to suppose that the questions managed to elicit the information desired with

a reasonable degree of accuracy.

The tabulations: The first step in tabulation was a careful editing of each questionnaire, to insure that it met all quality standards before being accepted for tabulation. Following this step the questionnaires were hand-tabulated to obtain totals for each question. According to the understanding between SALES MANAGEMENT and National Analysts, Inc., only totals for each question were obtained—no cross-relationships or tabulations by portions of the sample were made.



# Multiply it by **99**

That is the total effective buying income of Lawrence, Capital of the Woolen Worsted Textile Industry of America... exactly \$8,587,000 more than the 1946 estimate! Thousands of industrial workers in this lucrative center are potential customers of your product... able to buy, willing to buy.

Read the Sales Management estimates at the right . . . convincing proof that this is a MUST market.

1947
Sales Management
SURVEY OF BUYING POWER
Estimates
for LAWRENCE, MASS.

RETAIL SALES \$62,358,000

WHOLESALE SALES \$35,793,000

> FOOD SALES \$15,473,000

> \$2,821,000

Daily Eagle-Evening Tribune

Read in 95 out of every 100 homes. ABC Circulation over 36,000. ABC City Zone Population 128,619.

18 EAGLE - TRIBUNE

CAPITAL OF WORSTED TEXTILE INDUSTRY IN AMERICA WARD - GRIFFITH CO. - NATIONAL REPRESENTATIVES





ET this successful mail order advertising agency below you how to get live leads and direct orders from magazine advertisements. Why let your alsomen waste expensive time? Use mail order advertising. Quick, cheap, sure, Get leads—then walk in and close sale. For instructions without obligation write

ARTWIL COMPANY, Advertising
24-B West 48th St.

New York 19, N. Y.

## MAN AT HIS MITE-IEST

A Self-Analysis for Salesmen

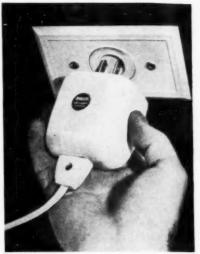
"Your Name Please" second chapter of "WHERE DO YOU GO FROM NO?" the new book (in production) by Leon Epstein, is a stimulating analysis of bad work habits which may result in lost orders. A FREE COPY of "Your Name Please" is available in booklet form to executives writing on their company stationery. Sales Research Institute, 103 Park Ave., N. Y. C.



# coming your way

..... fiberglas mat has been created for use in the display field as decorative background material and cut-outs. It also may be used as a reinforcing material in decorative plastic applications. The mat is made of Fiberglas yarns laid down in a swirl pattern and bonded with a resin. The material has a nominal thickness of 0.018 and the rolls in which it is supplied are 25 feet long and 36 inches wide. Colors are fast to both sunlight and moisture and the mat will not stretch, shrink or swell under changing atmospheric conditions. It is a product of Owens-Corning Fiberglas Corp.

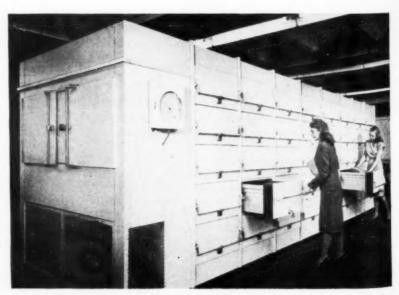
···· sectional frozen food locker, designed for greater convenience and efficiency in the operation of frozen food locker plants, is being introduced by Iceberg Refrigerated Locker Systems, Inc. Each section of the locker is of a size that can be moved through an ordinary door. Also each section has six inches of rockwool insulation built right in. The new locker, it is claimed, has a decided advantage over the conventional equipment in view of the trend toward the establishment of small branch food locker plants. With the Iceberg Unit a plant operator can have any capacity he wants from 5-drawer sections up—any number his place of business will accommodate. Additional drawer sections may be added when desired without disrupting service.



CHANGES A.C. house current to D.C. eliminates shaver-caused radio static.

···· electronic inverter, a device which increases the power of electric shavers, and is said to eliminate shaver-caused radio static, is being marketed by Electronic Specialty Co. It was developed on the premise that electric shavers operate best on direct current. Plugged in, the inverter changes ordinary A.C. house current to electronically controlled D.C. Because of the extra power. pulling and slowing in a heavy beard is eliminated.

···· automatic microfilm machine has been developed to accommodate nearly all forms of records common in modern business practice. Called the Micro-



PREFABRICATED REFRIGERATED LOCKER: Since it is sectionally built, the number of drawers may be varied to meet changing needs. It's easily installed.

# SELLING INDUSTRIAL SHOWMANSHIP



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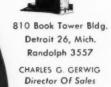


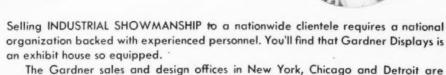
ROBERT E. QUAID Director Of Sales



516 Fifth Avenue New York 18, N.Y. Vanderbilt 6-2622 GEO. M. ROWLAND, JR. Vice President







The Gardner sales and design offices in New York, Chicago and Detroit are self-contained units maintaining their own staffs of Account Executives and Designers. Working hand-in-hand with the main sales and design office and plant in Pittsburgh these branches form a network from which has evolved the nation's most complete display and exhibit service.

The Directors Of Sales for the Gardner offices are well qualified for their positions. Each has had years of valuable experience in advertising, sales promotion and design. Under them are men of proven ability who are prepared to solve the most disturbing exhibit problems.

It will pay you to know these men and their staffs. You will like their way of doing business and particularly like the deft touch of SHOWMANSHIP they put into the design of attention-getting, sales stimulating exhibits.



477 Melwood Street
Pittsburgh 13, Pennsylvania
MAyflower 9443





**WASHINGTON'S** 

SECOND MARKET!



# A "Must Buy" . . . and Here's Why!

No "outside" newspaper does an adequate job in Tacoma Pierce County. But the dominant, local News Tribune delivers a whopping 78% coverage of the 76,400 "Second Market families". The other Tacoma paper reaches but 54% . . . the Seattle morning paper only 10% . . . the first Seattle evening paper just 4%. No doubt of it: The News Tribune is a "must" — always.

SALES Management's May 10, 1947, Survey of Buying Power shows Tacoma-Pierce County second among Washington State counties in population, retail sales, effective buying income and percentage of U.S.A. sales potential. It's a market you can't afford to miss if you hope to do a job in the growing, dynamic Puget Sound Countryl



Now Delivering More Than 60,000 Daily!

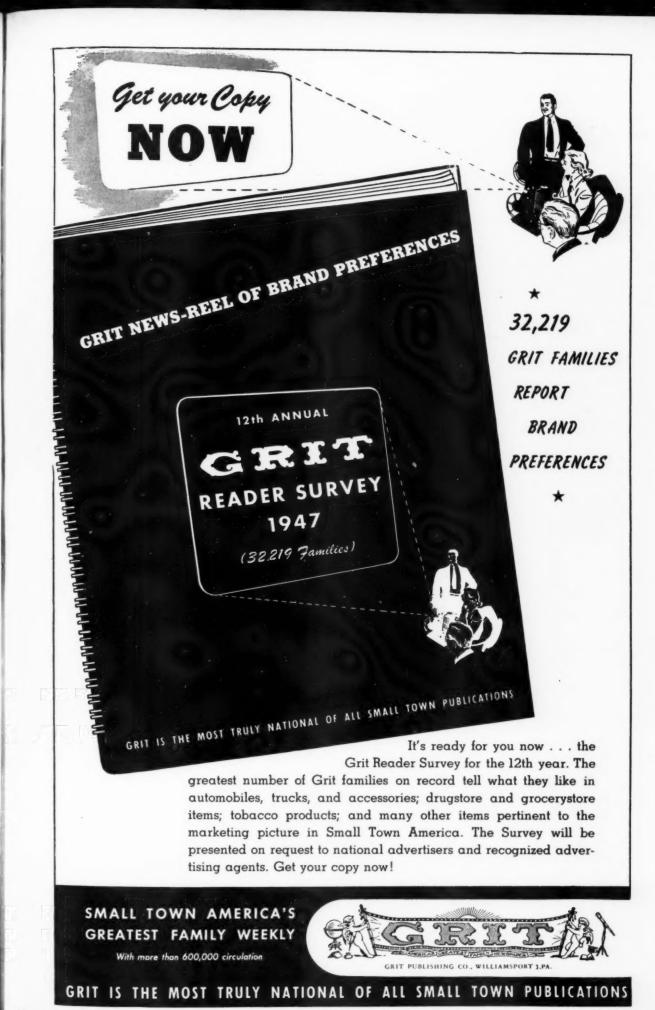
Record, it can reduce any printed, typed or written material to a fraction of its original size without loss of legibility. It is described as an important business tool in that it cuts storage and filing equipment costs. It is extremely simple to operate as no knowledge of photography is required. The operator need only place the material to be microfilmed on a glass window in the top of the desk-type copying table and touch a single button. The machine also is said to be foolproof because of its fixed



ALL THE OPERATOR has to do is place the copy on the window and press button.

focus, fixed aperture, and fixed illumination. Records can be made as fast as the operator can place them on the window and press a button. Up to 45 exposures a minute can be made. The manufacturer, Griscombe Corp., points out that at a cost of 1/5 to 1/25 cent per item, 1,400 to 8,000 records can be made on a 100-ft. spool of economical 16-mm, non-perforated film. The spool can be filed in a space only 4" x 4" x 1".

.... gas fired forced air furnace, a product of The Palmer Manufacturing Corp., has been compactly designed for the average home where ducts are used for warm air distribution. Outstanding features of the furnace include an all-steel, press-formed, streamlined cabinet with silent corrugated steel lining, heavy gauge dieformed steel elements, baked enamel steel burners, automatic controls, spun glass filter, and a 1000 CFM blower. All controls are located in the front. Overall size is 18"W x 27"D x 55"H. The Palmaire "compact" furnace can be installed in a closet, basement or utility room. The cabinet has a baked enamel finish, chrome trim.



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# A City Sells Itself To Its Trading Area

People were driving to the big cities to shop. To stem this flow of purchasing power, merchants of Mason City, la., air a radio program selling their city as a shopping center.

The most pressing headache of the small city merchant—the tendency of home towners and others, in what should be the town's natural trading area, to motor into the nearest city for shopping trips-has been successfully solved by merchants of Mason City, Iowa, with a continuing sales promotional campaign that sells not one dealer's merchandise or one store, but the advantages of shopping at all Mason City stores.

Just how effectively merchants of Mason City have worked their plan can be gathered from a look at the figures. According to the SALES MANAGEMENT Survey of Buying Power, Mason City, which ranks ninth in population in the state of Iowa, was first in per capita retail buying in 1945. "This," says Lester Milligan, secretary of the Mason City Chamber of Commerce-which sponsored the campaign, "was a direct reflection of our trade territory buying, brought into town by effective sales promotion, as we were not a war industry town nor an exceptionally high wage town.'

What magic was worked to bring about these sales figures?

Mason City's sales promotional campaign takes the form of a regular, day-in-day-out radio advertising campaign. It's beamed to potential buyers in the territory surrounding Mason City as well as into Mason City homes. It sells the advisability, advantages, conveniences and savings involved in buying from Mason City merchants. No store names are mentioned on the program. Instead, the selling copy sticks close to the main theme of selling all the city's stores as a shopping center.

While special events and special occasions are dramatized and merchandised with programs and announcements of their own, the main selling job has been done by a radio program called "Post Mark Mason City," which goes on the air at 6:15 P.M. Monday through Saturday. It consists of "dinner" music, in the form of recordings chosen for the kind of entertainment that people want over their dinners-or immediately preceding the meal.

A simple announcement advises listeners that "Here's an opportunity for you to join the parade of shoppers who are making Mason City stores their shopping headquarters and . . . an invitation from the Mason City Chamber of Commerce to listen to this program of transcribed and recorded musical favorites."

In line with sales promotional methods used for product promotion, the Mason City merchants merchandise their program. They have staged a photography contest, a band contest, and an Independence Day celebration, they back high school games and other sporting events.

"Post Mark Mason City" originated when a few leading merchants got together to discuss the alarming trend of country shoppers, and even people residing in Mason City who drove to larger cities. They considered the potentialities of Mason City as a shopping center-a community between Des Moines and the Twin Cities, about 130 miles from each. The nearest competing smaller town centers, Waterloo and Fort Dodge, are 80 miles distant. Mason City's 27,000 population could be augmented by nearly 300,000 families residing in what should be its own trade territory.

Convinced that something could be done to tap this lucrative market. the Mason City merchants took their problem and their idea to the Chamber of Commerce's retailers division. Sparked by a vigorous drive from

that office, scores of merchants banded together to sell Mason City.

A brochure used to line up the merchants pointed out that: "Mason City promotion radio advertising is to have one major objective, that is, to sell Mason City as the one best city to get what you want when you want it, and enjoy all procedures involved." Radio programs are to be designed expressly for this purpose.

"Continuity for Mason City promotion radio programs is to be specialized. Much of the script will discuss the many fine advantages found in Mason City. Special events will be publicized. Commercial copy about retail stores, wholesale outlets and manufacturers will be broken down into publicity about particular business groups selling or manufacturing the same type of merchandise. The aim is to continuously sell Mason City!"

Today, merchants of the town know that Post Mark Mason City has done the job it set out to do, and that it is continuing its work. In addition to the statistics from such surveys as that of SALES MANAGEMENT, they can see their own jumping sales

volume figures.

"And," says Lester Milligan of the
Mason City Chamber of Commerce, "The merchants are reporting that more and more customers are coming from greater distances-75 to 125 miles-to buy in stores here rather than those of the large cities.'



SPECTACULAR CIVIC EVENTS draw sightseers to Mason City, Ia., where they stay to shop and come back again for the families' fun and merchandise.

THE SOLO MEDIUM

## THE Conditioned AUDIENCE

There are five million folks in reach of our 50 KW clear-channel signal, who have learned to believe what they hear on WSM. During the last 21 years, they have come to know that what they hear on this station, they <u>can</u> believe. This is why WSM, by itself, can deliver a market which otherwise would take an elaborate combination of media to cover.

HARRY STONE, GEN. MGR. • WINSTON S. DUSTIN, COMM. MGR.

• EDWARD PETRY & CO., NATL. REPRS.





AUGUST 1, 1947

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Only \$95.00 to \$102 a month to place a factual advertisement for an industrial product in Industrial Equipment News... the spot where more than 52,000 selected specifiers and buyers for the larger plants in all industries regularly look for their current requirements.

Details? Ask for "The IEN Plan"

#### INDUSTRIAL EQUIPMENT NEWS

Thomas Publishing Company

461 EighthAve.



New York I, N. Y.

## Shop Talk

Guinea Pigs: Now and then—because we so continuously preach the gospel of the need for training in SM—some one of the training experts looks at me accusingly and says, "How much training do you do?" And my answer comes out something like this:

Tuesdays and Thursdays are School Days at Sales Management. On those mornings, about 9:15, we canter up to the fifth floor to a conference room where there's a spacious blackboard, and we peg everlastingly away at the business of pooling brains to figure out ways to improve Sales Management.

Sometimes we take just one article as a guinea pig. Every member of the staff gets a copy of it, just as it came into the shop. Then the routine goes something like this: First we appraise it. How good is it? How wide its appeal? Is all the information there? (We're trying to sharpen editorial judgments.)

Then we examine it for structural defects. It may be, let us say, 400 words too long, but otherwise it passes. Editing will cure it. It may have a wordy, wishy-washy lead. That calls for re-writing. It may need tighter organization somewhere in its middle, to make faster reading. It may have a sequence of ideas which become confusing because they are not assembled in what grammarians call parallel structure. The diagnosis completed, we prescribe. Then a staff member re-carpenters the story.

We may use the same article as a headline exercise. Everyone writes heads. They're put on the blackboard. Then they're analyzed individually for strength and weakness. We settle on the idea we like best. And in every work-out of this kind, we advance a little in our ability to clarify ideas and express them in lively, accurate, understandable language.

The final stage for our guinea pig operation may be a job of group copy reading. That "tightens up" the story by shaking out nonfunctional words and phrases. (Somebody says "final conclusions." We cut "final." A conclusion is final.) It brings expression into line with the style manual. It eliminates taboo expressions. It almost always chops up overly-long sentences and paragraphs.

I think I need not tell our oldest subscribers that clinics of this kind have brought about improvements in SM which have come to make your reading-for-profit much easier to take.

**Bromide Bites Dust:** "Can I help you?" This by-now-pretty-trite approach to a retail customer is being challenged. Maybe the first three seconds of a potential sale are too valuable to waste on a rubber stamp expression. Maybe the psychology of the phrase is wrong, after all.

When Pro-Phy-Lac-Tic introduced its line of Jewelite brushes, they provided retail salespeople with a simple bulletin which included information about the various items in the line, and suggestions for selling. Here's what they had to say about the customer approach:

"How many times have you had a salesperson come up to you and make some remark other than 'Can I help you?' Not often. But wasn't it refreshing when you did hear something other than this poor worn-out phrase? There's something in these four words that we might all have completely overlooked.

"When we walk up to a customer who is looking at some merchandise and ask her, 'Can I help you?,' we have immediately asked her to commit herself. She has only two alternatives: Either she can say 'Why, yes, I would like a Roll-Wave set,' or she can say, 'No, thank you, I'm just looking around.' You might be amazed at the number of women, who, even though they do want the merchandise when they have that question popped to them, turn tail and flee because they weren't quite ready in their own mind to say yes.

."Wouldn't it have been better if we had walked up to that customer and said, (for instance) 'We have that in sapphire and crystal also,' or 'We recommend that for soft light hair like yours' . . . . and then go into our sales talk? We will certainly not lose the customer who would have bought anyway, and think how many more sales we will have made by helping the customer make up her mind!"

That, Folks, sounds to me like good sound selling sense.

What Makes a Disgruntled Salesman? There's an answer in a letter I received last week. It came from a man who was discouraged by short-sighted management policies . . . a man whose morale sank lower and lower, until he decided a career in selling wasn't for him:

"I was a salesman for 10 years, and I love the work. Here are the reasons why I left the firm I was with all that time, and why I hesitate to go back into the selling field.

"Perhaps other salesmen have other gripes, but the only way your sales managers will get salesmen and keep them is by eliminating the causes of these complaints, or else sitting down with the men and explaining why certain conditions exist and why they cannot be changed. The man on the road may not see all the problems faced by management. You won't stall him off by pious resolutions against unionization, etc. Management must do some selling on its own.

"My own particular gripes were: The company gave me what the sales manager admitted was the worst territory in the country for their line of goods. My compensation was straight commission. When, at my request, I was put on a drawing account, and was unpleasantly in debt for two years, other salesmen had territories from which they grossed up to \$18,000.

"The sales manager and the head of the company did not even call me up when they were in my city for meetings or associations of which the firm was a member. . . . At sales meetings at the factory I was pretty much ignored. When I asked for additional territory, I was put off, but after I sent in my resignation I was informed another man had been put on in a territory adjacent to mine and since I had now resigned, my territory would be added to his!

"Suggestions I sent in for improving the company's products were not even acknowledged, although I later found frequently that some had been adopted.

"Putting all these down on paper now for the first time . . . I still feel a sense of ill treatment from my old sales manager. The firm I was with is a comparatively small, family-managed affair, so I have no real complaint at the fact that I could not advance to a management position. But the fact that such advancement was, I knew, impossible, also served as a damper on me. . . ."

You might try setting this letter against the background of an article which appeared in SM in 1945 entitled "Security—Opportunity—Recognition: Basic Factors in Salesmen's Morale." The salesman quoted drew a blank on all three of these essentials.

If "Failure" was chalked up on the score board, I want to know who failed. The man—or the company?

A. R. HAHN Managing Editor





★ FACT
The real HOLLYWOOD
1945 Retail Sales Volume
\$610,257,000 (trading area)

Hollywood in Indiana would stand out as a market demanding a place on national schedules. Larger than any market in that state, larger than any single market in 35 states, the real Hollywood is a big, SEPARATE market that you can cover only with the

HOLLYWOOD

## Citizen-News

AND ADVERTISER

Hollywood, California

STORY, BROOKS & FINLEY, INC.

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## Courageous Advertising Bridges Strike Crisis for Allis-Chalmers

Your plants are closed. You have nothing to deliver to dealers. What can you do to keep your distribution system from collapsing from starvation? A retrospective look at Allis-Chalmers' experience during one of the longest and costliest strikes in history provides a definite answer.

Allis - Chalmers Manufacturing Co., Milwaukee, has just fought out one of the longest and costliest strikes in the history of America. Production was wholly tied up or lagging for well over a year. This situation forced a distinct problem in dealerand customer-relations. It did not matter that the company claimed that the strike was a communist-ordered affair. Serious problems remained.

Because of this situation Allis-Chalmers dealers everywhere were totally without company equipment to sell for many months. Believing that the strike must end some day, efforts were made to keep Allis-Chalmers dealerships fresh in the mind of the public. So the dealers were encouraged to advertise locally. Many asked, "Why should we advertise when we have nothing to sell?"

There was a distinct fear that dealers, feeling discouragement, might "let down." It could be that they would cool off on A-C products to the point where it would react unfavorably in the future. All that seemed rather human.

To counteract this feeling, the Tractor Division issued a booklet titled, "Look Ahead." It pointed out that there are 6,000,000 farms that are future prospects for equipment sales. The number of farms were totaled by states. The booklet listed 70 farm papers in which the company is advertising, total circulation, 16,757,945.

One hundred fifty-five radio stations were named and listed by states. All these, the dealers were told, carry Allis-Chalmers messages on the National Farm and Home Hour. That isn't quitting in the face of hard going, they were told. The company was carrying on.

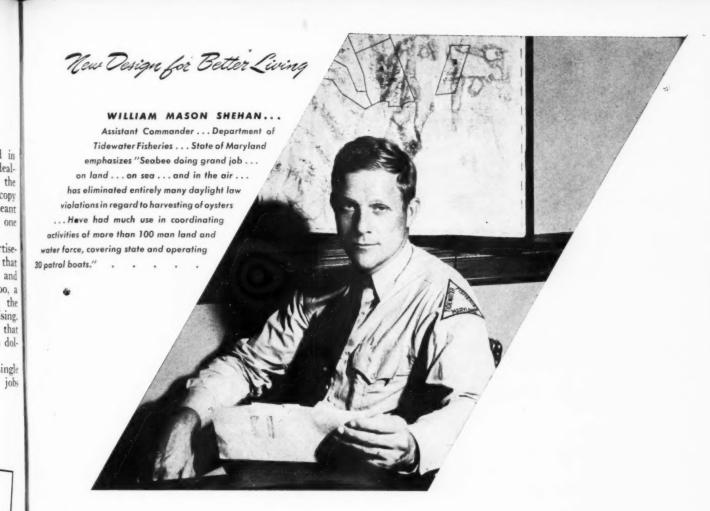
A free mat service was offered to dealers for use in local newspapers and free spot announcements for use on local radio stations. In the "good old days" when Allis-Chalmers had plenty of production and few troubles everything was easier. Now, with troubles aplenty, the management began to select targets.

Blanket mailing of mats was discontinued. Instead, each month two reprints of advertisements were sent out. One mat was sent with each mailing. The dealer was told he could have the other one on request. The advertisements usually tied in with national advertising. Local dealers began to take advantage of the tie-ins. Three sets of alternate copy were sent with each mat. This meant that the local dealer could use one newspaper advertisement weekly.

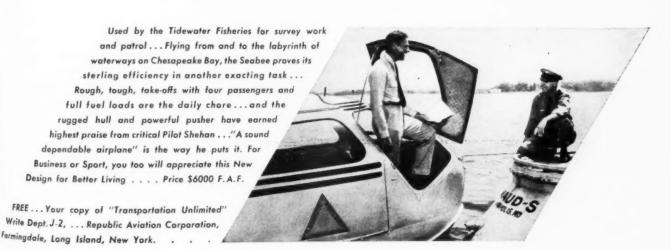
More, sending out the advertisements month by month meant that they could be kept seasonal and brighter. With each mailing, too, a letter was sent, aimed to sell the dealer on continuing his advertising. Evidence was produced to show that dealer advertising can pay out in dollars, Example:

One dealer, as the result of a single advertisement, got 20 repair jobs averaging \$100 each.





# "For Business ... or Sport nothing compares with this VERSATILE amphibian"

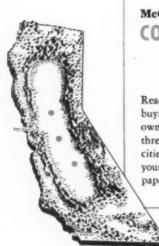






... like California without the

## BILLION DOLLAR VALLEY OF THE BEES



McCLATCHY NEWSPAPERS'
CONSUMER ANALYSIS

of California's Central Valley Market

Ready now—a thorough analysis of buying habits, brand preferences, ownership and dealer distribution in three of California's principal Valley cities. Ask O'Mara & Ormsbee for your copy, or write McClatchy Newspapers, Sacramento 4, California. MORE farm income than all six New England states, plus New Jersey. More total buying power than Oregon. Higher retail sales than any one of 22 states.\*

That's the Billion Dollar Valley of the Bees—the part of California you can't afford to overlook. So study your schedules. Make sure you're in the strong local papers—because Valley people are as little interested in outside papers as a New Yorker is in a Philadelphia paper.

Strong local papers are the McClatchy newspapers—The Sacramento Bee, The Modesto Bee and The Fresno Bee. This trio reach far more people in the Billion Dollar Valley than any competitive combination, local or West Coast.

MCCLATCHY NEWSPAPERS

\*Sales Management's 1946 Copyrighted Survey

NATIONAL REPRESENTATIVES... O'MARA & ORMSBEE, INC.
NEW YORK · LOS ANGELES · DETROIT · CHICAGO · SAN FRANCISCO



THE SACRAMENTO BEE
THE MODESTO BEE
THE FRESNO BEE



HARD-HITTING product copy was run by dealers throughout the strike. A-C furnished free newspaper mat service.

Many other dealers, the evidence showed, managed to keep their repair departments busy by judicious advertising. The result of all this was an increase in dealer advertising of 940%. And at a time when there was real danger of let-down in effort to remain before the public.

The over-all advertising and promotional program is built around these efforts:

I. Dealer Ad Mats. With alternate copy so that the dealer can, with small effort on his part, run an advertisement every week in the year. Messages are seasonal and timely.

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2. Merchandising Booklets. Carry a complete list of the company's advertising aids and a story of the Allis-Chalmers national promotion. Suggestions for making local advertising pay.

3. Business Paper Advertising. Messages written to convince the dealer that he must keep his sales program active and must not neglect continuous advertising and promotion.

4. Direct Mail. Carefully prepared arguments, backed up with proofs, to keep the entire organization alert, especially in the matter of dealer advertising and promotion.

5. Inter-organization Competition. Enthusiasm-building material kept flowing. Salesmen must be kept on their toes.

Throughout the company's strike ridden dark days two house publications have been published continuously. The Allis-Chalmers Reporter,

published "for men who move the earth," has a free circulation of 65,000. It is sent to dealers in bundles. They mail them and pay the postage. Each copy carries the dealer's imprint.

The Allis-Chalmers Reporter is in magazine form, pocket size, well illustrated and printed in color. It features dirt-and in the winter snow-moving equipment. Illustrations show applications as in the forest, laying pipe lines, opening drainage ditches, and so on. Dam building or industrial construction or, occasionally, some house building project may be featured.

Another house publication is *Timber Topics*. It has a circulation of 30,000 and goes to lumber people only. In tabloid newspaper form, it carries a spot of scientific matter of interest to lumber operators. Illustrations generally have to do with "the tractor days of the tough Joes."

The company employs a news staff to gather and edit the material, and photographs are supplied by three staff photographers. The whole thing is planned to be anything but a hitand-miss job. The expert touch is wanted.

As an extra to its dealers, the company offers a planning service which is ready to help with anything from a floor plan to a complete blue print for a new building. In making this offer, it says:

"A suitable building, adequate service facilities and inviting accommodations are 'musts' if you expect to stay in front of your competitors. Our Dealers Planning Service is ready to help you improve your facilities . . . to enable you to give better service to your customers and prospective customers."

Educational films, non-commercial in nature, in color, 16mm, are available for special meetings of all kinds. The tie-in is accomplished in this manner: They show Allis-Chalmers equipment in the well known orange color which identifies it instantly.

There are available such films as "Planning to Prosper," showing soil conservation, erosion preventions and soil rebuilding; "Tomorrow's Leaders," an inspirational picture showing the work of the 4-H clubs; "Highway to Alaska," depicting scenic wonders of Canada and Alaska; "Pan American Highway," a travelog taking the audience through 17 countries.

"All of this is done to keep our Allis-Chalmers equipment fresh in the minds of the public and to keep our dealers on tip-toe," says Charles N. Karr, sales promotion manager, Tractor Division. "If there are any points we are missing, let me know."

## SELL-ective

## EDITORIAL SERVICE ... that helps sell goods

Retail operations are fast moving, ever-changing. The specialized buyer must have the news and "know how" for his own trade, his own job, to help bim sell more, sell better.

This <u>sell</u>-ective guidance is provided by the Haire editorial staffs. They literally live in the specialized markets they serve. Their findings are expertly channeled into the 9 Haire merchandising magazines – each serving the concentrated buyers in one specialized field.

Responsiveness to Haire editorial authority carries over to the advertising pages—the reason why each Haire publication is invariably No. 1 in advertising volume in its specialized field.

## MORE effective betause they're MORE SELL-ective



## MERCHANDISING PUBLICATIONS

HAIRE PUBLISHING COMPANY 1170 Broudway, New York 1, N. Y.

New York + Boston + Pittsburgh Chicago + Detroit + St. Louis Los Angeles + Atlanta + London NOW...

GUARANTEES

500,000

AVERAGE ANNUAL NET PAID CIRCULATION

EFFECTIVE JANUARY 1, 1948

## WITH NO RATE INCREASE!

Holland's Magazine has taken on new selling power in the top-bracket Southern market by upping its guaranteed circulation to more than half a million—with no increase in rates. 500,000 becomes the official ABC guaranteed average annual net paid circulation for The Magazine of The South as of January 1, 1948—and it's only the beginning!

You can't reach the rich and growing Southern market by following the general route in advertising—but you can reach it with the specific magazine—Holland's, published in the South, for the South.

TO <u>SELL</u> THE SOUTH,

<u>TELL</u> THE SOUTH IN

HOLLAND'S



DALLAS, TEXAS

Branch Offices: 52 Vanderbilt Avenue, New York • 75 East Wacker Drive, Chicago • 1895 Monroe Drive, N.E., Atlanta. West Coast Representatives: Simpson-Reilly, Ltd., Russ Building, San Francisco • Garfield Building, Los Angeles.

# Media and Agency News

#### MAGAZINES

A new "service" publication to be called Modern Knitting is being launched the 25th of this month. The magazine will be edited by Gizi Alton, international designer and writer on style topics. To be issued quarterly, Modern Knitting will sell for 35 cents. The first issue will contain 80 pages and will be printed with full-color illustrations by rotogravure. Page sizes will measure  $8\frac{1}{2} \times 11$  inches. Advertising will be carried. Modern Knitting will be nationally distributed by the Independent News Co.; editorial and advertising offices are located in New York City.



JOHN E. MILLER, Esquire Magazine executive since 1935, now advertising manager Coronet Magazine.

A new home planning service program, designed specifically for leading financial institutions, is announced by Better Homes & Gardens. The program, planned with the assistance of the American Bankers' Association, Financial Advertisers' Association, state banking associations, and both large and small banks throughout the country, is the result of more than a year's research by the publication.

Tailored to the special needs of financial institutions, the service consists of more than 70 modern, efficient homes designed by America's leading architects. Complete building plans, specification forms, lists of materials needed for construction, and contractor-owner agreements are available as a part of the service.

Other aids for bank customers interested in building new homes or remodeling present residences include information on insulating, heating, choosing materials, and selecting a building site.

Banks using the home planning

service will feature these home planning materials supplied by Better Homes & Gardens. Permanent lobby and window displays, newspaper and radio publicity, and individual models of the homes included in the service will be used to promote the program.

Banks participating in the home planning service will share with Better Homes & Gardens in the programs production costs by paying \$150 for the first year's service.

Pierre Lussigny, Paris advertising manager for The Reader's Digest International Editions, now visiting this country, reports that the print order for the French edition has gone up from 281,000 for the first issue (March) to 475,000 for May. Guarantee beginning with the October issue has been increased to 350,000, with new base rates. Selection du Reader's Digest, as it is called, is read in Belgium (82,500) and Switzerland (38,000), as well as in France. with further distribution in Holland, Czechoslovakia, Algeria, Tunisia, Morocco, Egypt, the United States and Haiti. Of the total of 89 advertisers, 61 are French, 16 American, 8 Swiss, 3 British, and 1 Dutch. . . . Beginning with the issue of February, 1948, The Reader's Digest will publish a special edition for South Africa to carry advertising, with a guaranteed average monthly circulation of 75,000. It will be printed in England and exported to South Africa, replacing the British edition there which has a current circulation of around 60,000.

With conversion to letter-press printing with the issue of September

1, 1947, Time's Canadian edition will offer its advertisers a lower two-color page rate and will introduce two-color, two-column space. . . . Retail newsstand price of Motion Picture Magazine, Fawcett Publications, Inc., is reduced to 10 cents a copy with the August issue. . . . March, 1948, will be the first issue of Coronet Magazine to carry advertising schedules. Rates are based on an average net paid circulation of 2,000,000 guaranteed.

Effective with the November, 1947, issue, Household, Capper Publications, Inc., will appear in a new format-the flat magazine size, three columns, 143 lines deep. It will have new body stock, new cover stock, new typographical layout and letter-press printing throughout. Circulation is at an all-time peak today: over 2,-000,000. Advertising revenue shows a gain of 25% thus far this year over last. Household will be produced in the new \$2,000,000 press room of the C. T. Dearing Co., Louisville, Ky. Four-color advertising will be available in either full-page or two-third page size.

#### **BUSINESS MAGAZINES**

Thomas F. Sullivan, publisher of The Tobacco Leaf and International Confectioner, is now also publishing a new monthly business magazine, Modern Sundries, New York City. Devoted to specialties merchandising, Modern Sundries appeared last February and is being circulated among 6,000 chain, variety and department store buyers, buyers for export, wholesalers and suppliers.

The McGraw-Hill Publishing Co. announces publication of a new magazine, *Operating Engineer*, beginning in October. An outgrowth of *Power* magazine's section of the same name, it is designed to serve engineers "directly responsible for the operation





FARM JOURNAL, INC.: William Courtenay (left) and Barry Urdang (right), new sales promotion managers of Farm Journal and Pathfinder, respectively-



SAUSAGE STORY: 1-horse-per-1-rabbit points up Boot and Shoe Recorder's warning: "Now is the time shoe advertisers must analyze circulation statements.

and maintenance of all power services in thousands of medium and smaller industrial plants as well as institutions and service establishments." Power's staff of N. O. Wynkoop, publisher, Bayard E. Sawyer, business manager, and Philip W. Swain, editor, will also head the new magazine. Circulation will begin at 20,000.

World Oil, formerly The Oil Weekly, will be published monthly, effective October, as a new type publication for its industry, Ray L. Dudley, publisher, announces. Specialized for drilling-producing-pipe line operations and management, the World Oil editorial material will be presented in six sections, each devoted to a particular phase or branch of the industry. Rather than spot news of field operations, which was once the paper's primary editorial service, one section will analyze effects of the month's news on the industry. Another will feature special staff-researched articles on events, trends and developments for which operating and management men have an increasing need. Three sections will be devoted to operating and management-type articles written by oil men. Greater coverage of foreign oil and its effect on domestic operations will be offered in another section.

#### OUTDOOR

A "Who's Who" of outdoor advertising has been published by Standard Outdoor Advertising, Inc., and distributed to advertisers and advertising agencies. The 144-page directory lists prime users of the outdoor advertising medium together with important basic information, including headquarters addresses, products advertised, and key sales and advertising personnel. Agencies handling the products, account executives charge, and the heads of outdoor departments are also listed. An alphabetized listing of the products advertised and the names of the advertisers is included.



DONALD J. ANDERSON new national advertising manager Evansville Printing Corp., Evansville, Ind.

#### RADIO

A 2% cash discount principle in the form of a penalty clause is included in the new rate cards effective July 27, of the seven Columbia-owned stations and two other CBS stations represented by Radio Sales, the spot broadcasting division of the Columbia Broadcasting System. There has been no increase in the base rate of any Radio Sales-represented station. Rate revisions are restricted to minor time, announcement and participation adjustments. To facilitate reference to the stations' rates, the format of all rate cards has been further standardized in accordance with suggestions by the Rate Card Committees of the American Association of Advertising Agencies and the National Association of Broadcasters.

The NBC Pacific Network program, "News In Advertising," has brought station KPO and the National Broadcasting Co. an award from the Advertising Association of the West for "distinguished service to advertising and business in interpreting the American way of life." The program, now four years old, is devoted to the news that appears in paid advertisements in magazines, newspapers, radio and other media.

The Radio Council, recently established by a group of members of the Association of National Advertisers, has elected A. N. Halverstadt, of The Procter & Gamble Co., as chairman, succeeding Dr. Robert F. Elder, Lever Brothers Co. Mr. Halverstadt is a former member of the board of Broadcast Measurement Bureau and chairman of its Technical Committee.

FM application for use of a 50,000 watt transmitter by station WTNB. Birmingham, Ala., MBS outlet, is approved by Federal Communications Commission. . . . WGAR, Cleveland, switching from 5,000 to 50,000 watts, adds an estimated half million listeners to primary area.

#### TELEVISION

Gimbels, Philadelphia department store, is now mailing double bubble gum to nearly 2,500 individuals who saw and heard an offer made on "The Handy Man," the store's weekly television program on Philco station WPTZ. According to David Arons, publicity director for Gimbel Brothers in Philadelphia, "Handy Man Jack Creamer offered to send six sticks of double bubble gum to anyone who wrote in. He made this offer rather casually at the end of Gimbels' regular Friday evening telecast... We expected a few dozen replies... In about two weeks nearly 2,500 replies have come in. mostly from children writing on





THE MINNEAPOLIS STAR AND TRIBUNE: John W. Moffet (left) is appointed advertising director, and Daniel J. Donahue (right), who has been assistant manager of the department, is promoted to national advertising manager.

03/0

This, Mr. Subscriber, is Sales Management's renewal percentage . . . that time-honored index of a publication's readership. For the second consecutive time it is the highest in the history of Sales Management and the highest in the history of the sales-advertising field.

You, Mr. Subscriber, helped make possible this recordbreaking renewal percentage. Again, we thank you!

Sales MANAGEMENT

AUGUST 1, 1947

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penny postcards. Since there are about 6,000 television receivers in the Philadelphia area, not all in private homes, and not all tuned on any one program, this return of about 40% from a single casual announcement is truly phenomenal, we believe."



CHARLES C. BARRY is the new vice-president in charge of programs and television at ABC.

For the second successive fall and winter season, the Ford Motor Co. "Parade of Sports," 1947-48, will be broadcast over Columbia Broadcasting System's New York City television station WCBS-TV, covering events at Madison Square Garden other than professional boxing. The contract was renewed through the J. Walter Thompson Co. for Ford, and George L. Moskovics, commercial manager for WCBS-TV. . . . The Bulova Watch Co. is renewing its time signal sponsorship on Colum-

bia's television station WCBS-TV for another full year, effective August 18. ... A new six-month series of Sunday night half-hour programs is sponsored by the Borden Co. on NBC's television station WNBT. . . . All home games of the New York Giants professional football team will be tele vised this fall by cameras of NBC's WNBT, under sponsorship of the Hoffman Beverage Co., according to Reynold R. Kraft, sales manager for NBC Television. . . . The home football games of Temple University and Villanova College will be televised during the 1947 season by WFIL-TV, in Philadelphia.



MERLE JONES returns to Columbia Broadcasting System as general manager of its radio station WCCO.

Ground has been broken for construction of a new building to house television studios of station WFIL-TV, the *Philadelphia Inquirer's* new television station.



THE CARAVAN: RCA Victor-Allied Stores Television Caravan catches imagination of crowds across the country. Louis A. Sposa, director, holds unbroken egg dropped from sixth story onto U. S. Rubber Co. mat in Grand Rapids, Mich.



HUBBELL ROBINSON, JR. joining Columbia Broadcasting System as vice-president, program director.

#### **AGENCIES**

"Why doesn't somebody do something? Somebody is! New American invention gets action!" is the headline of a full-page advertisement on The Advertising Council appearing recently in The New York Times. LaRoche & Ellis, Inc., New York City advertising agency, sponsoring the advertisement, explains the mechanism of The Council operating in the public interest through the support of American business.

The copy was prepared by Chester J. LaRoche, chairman of the board, and Crane Haussamen, copy chief of LaRoche & Ellis, Inc. Originally planned for local showing, this advertisement is now offered for reprint nationwide, with or without credit. This is the first time the story of The Council has been told in an advertising medium itself.

The Advertising Council, as the copy points out, is the "engineer" of a new invention, a discovery made during the early part of the war. The 'engine' is "the use of advertising to convey needed information about national problems."

Under the sub-headline, "What Makes It Go?", the advertisement calls attention to four informational groups which are represented in this non-profit organization: Newspapers, radio, magazines, outdoor; the advertisers who use these media, and their advertising agencies.

"These are the thoughtful businessmen who have built the engine and kept it going not only with contributed space and time, but with organizations and funds.

"With your cooperation," the advertisement concludes, "the answer of this engine will be full speed ahead at its job of personalizing big national problems so that Americans can show the world that voluntary public action of a free people is mankind's best hope of the future."

# MEN WHO KNOW THE NEW YORK MARKET BEST Prefer GROCER-GRAPHIC



for Sales

Fred Wright, New York Sales Manager of American Home Foods.

"During my long experience as a New York Sales Manager of food products I have found the New York Market a difficult sales problem even though I have a well trained crew of 70 salesmen calling on the retail grocery trade. The New York Market is so large and competitive that it requires experienced and careful sales planning to succeed.

"In my opinion GROCER-GRAPHIC should be the spearhead of any sound sales operation in the New York Metropolitan Area because of its strong influence with both wholesale and retail grocers."

for News

Ed Hall, owner of Hall's Grocery Store at 907 Fulton St., Brooklyn.

"GROCER-GRAPHIC is a vital source of information on current news and happenings in the New York grocery trade. It also keeps me posted on subjects of interest relative to manufacturers' products and the activities of distributors and fellow retailers. Different from other publications, its news stories for the most part are localized and therefore of particular interest to the New York Trade. To my mind GROCER-GRAPHIC is a great help in the successful operation of a New York grocery store."



GROCER-GRAPHIC's leadership can never be duplicated in New York's  $2\frac{1}{2}$  billion dollar grocery market by any national grocery trade publication, whether newspaper or magazine.

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GROCER-GRAPHIC



The Newspaper of the

BROTHERS PUBLICATION

New York Food Market

386 Fourth Ave., New York 16, N. Y.

MID WEST 333 N. Michigan Ave., Chicago 1, III. PACIFIC COAST
15 E. De La Guerra St., Santa Barbara, Cal.



#### Retail Sales and Services Forecast for August, 1947

The retail recession, if it is coming, is still some distance away, and while purchases are being trimmed in a number of soft lines, the demand for expensive consumer durables has not abated, and total retail volume still runs well ahead of last year, and 146.5% ahead of the same 1939 month.

As usual, Western cities show the greatest gain in city index figures. The fifteen leaders are: San Diego, Calif., 405.7: Fresno, Calif., 404.1, San Jose, Calif., 401.5; Tucson, Ariz., 382.7; Wichita, Kan., 375.4; San Bernardino, Calif., 368.3; Topeka, Kan., 365.3; Phoenix, Ariz., 355.0; Oakland, Calif., 352.2; Miami, Fla., 348.1; Pasadena, Calif., 336.4; Long Beach, Calif., 333.3; Ogden, Utah, 330.2; Berkeley, Calif., 330.0; Albuquerque, N. Mex. 325.7.



Sales Management's Research and Statistical Department has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some important cities are omitted because month-to-month data on their bank

debits are not available. These bank debits reflect 95% of all commercial activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's esti-

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total since they are just as much examples of retail expenditure as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar 1939 month. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizable gain over its own past, but the rate of gain may be less than that of the Nation. All figures in the second column above 100, indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the nation. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends, Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or total size of market as compared with other cities.

In studying these tables three primary points should be kept in mind.

- 1. How does the city stand in relation to its 1939 month? If the "City Index" is above 100, it is doing more business than in 1939. This is currently true of all 200
- 2. How does the city stand in relation to the Nation? If the "City-National Index" is above 100. it means that the city's retail activity is more favorable than that of the Nation as a whole.
- 3. How big a market is it? The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management, Inc.)

Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1939 which equals or exceeds the national change.

RETAIL SALES AND SERVICE (SM Forecast for August, 1947) Nat'l City Index Index Millions

#### UNITED STATES

246.5 100.0 9,720.00

#### Alabama

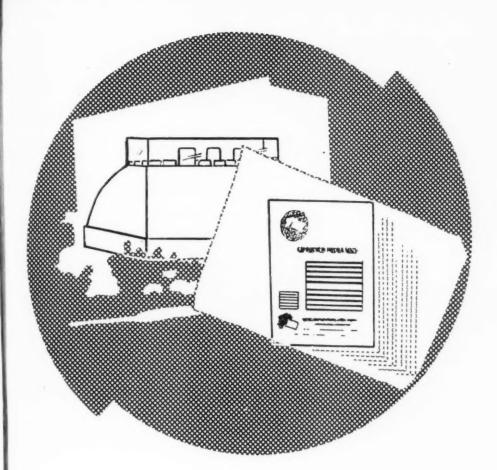
☆ Birmingham  ☆ Mobile  ☆ Montgomery		117.7 110.1 105.5	26.53 8.61 6.03
(Continued	on pac	e 116)	

#### Suggested Uses for This Index

(a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials. (f) Determining where drives should be localized.

#### As a special Service

this magazine will mail 10 days in advance of publication, a mimeographed list giving estimates of Retail Sales and Services volumes and percentages for approximately 200 cities. The price is \$1.00 per year.



## they go together

Hempstead Town and the Review-Star go together—like sales and advertising.

Leading N. Y. State's High-Spot Cities is a habit with Hempstead Town. In August, fifteenth consecutive month in the lead, retail sales forecast is 175.0% above August 1939, 11.6% above national average. Dollar volume for August \$26,000,000.

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,720.00

26.53 8.61

6.03

MENT

You need the Review-Star to sell Hempstead Town, Nassau County's "city"—with 67% of the county's population, 80% of its retail sales, 72% of its income.\* Retailers—who get their tips on media selection from the cash registers—recognize this. That's why they show their preference for the Review-Star in big linage margins.

\*Rased on Sales Management 1947 Survey of Buying Power



## Nassau Daily Review-Star

HEMPSTEAD TOWN, LONG ISLAND, N. Y.

Six days a week, 5c a copy • Executive Offices, Rockville Centre, N. Y.

Represented nationally by Lorenzen and Thompson, Inc.

New York • Chicago • St. Louis • San Francisco • Los Angeles

Detroit . Cincinnati . Kansas City . Atlanta

AUGUST 1, 1947

115

### SELLING AUTOMOBILES?

Here's money to buy them! An average family income of \$4,259, and a "quality of market" rating 13% above the national average . . that was Woonsocket in 1946, according to the Sales Management survey of buying power!

For a good buy-including 99.3% coverage of this profitable marketuse the-



island's PLUS MARKET

Representatives: Gilman, Nicoll & Ruthman

WHY DO ALLENTOWN MERCHANTS ADVERTISE IN THE BETHLEHEM GLOBE - TIMES ?

BECAUSE BETHLEHEM AND ALLENTOWN FORM ONE MARKET . PENNSYLVANIA'S 3 RD LARGEST !

AND BECAUSE THE GLOBE-TIMES HAS THE LARGEST EVENING CIRCULATION IN THIS MARKET!

All department stores in Allentown advertise regularly in The Bethlehem Globe-Times — the newspaper that delivers 100% coverage of Bethlehem. Fact is, it's the only newspaper that covers this city.

THE BETHLEHEM PA. GLOBE-TIMES Represented nationally by DeLisser, Inc.

#### **HIGH SPOT CITIES**

(Continued from page 114)

RETAIL SALES AND SERVICES (SM Forecast for August, 1947)

City City Nat'l \$ Index Index Millions

#### Arizona

☆ Tucson	382.7 355.0	155.3 144.0	7.38 16.01
Arkansas			
Fort Smith	265.2	107.6	2.39

#### Little Rock ...... 237.4 96.3 9.44

#### California

☆ San Diego 405.7	164.6	37.50
☆ Fresno 404.1	163.9	18.48
San Jose 401.5	162.9	16.75
San Bernardino 368.3	149.4	8.93
☆ Oakland 352.2	142.9	60.07
☆ Pasadena 336.4	136.5	15.62
☆ Long Beach 333.3		28.55
☆ Berkeley 330.0	133.9	9.37
Los Angeles 299.6		220.00
Stockton 299.3		10.65
Santa Barbara250.5		5.77
Sacramento 245.1		15.35
San Francisco 232.0		95.75

#### Colorado

Denver	265.8	107.8	42.00
Colorado Spring		104.0	5.00
Pueblo	243.6	98.8	4.85

#### Connecticut

Stamford	262.6	106.5	7.30
Hartford	250.2	101.5	23.15
Bridgeport	248.5	100.8	15.50
New Haven	245.0	99.4	17.75
Waterbury	232.7	94.4	8.73

#### Delaware

Dela maic				
Wilmington	**********	235.2	95.4	14.85

97.6

85.20

**District of Columbia** 

Washington ..... 240.5

#### Florida

☆ Miami	348.1	141.2	29.50
☆ Tampa	317.8	128.9	12.57
A Jacksonville	275.0	111.6	17.8
St. Petersburg		109.2	7.63
Orlando	257.2	104.3	5.50

Georgia			
Columbus	320.4	130.0	6.61
Macon	317.3	128.7	6.00
Atlanta	311.5	126.4	40.07
Albany	272.9	110.7	2.70
Savannah	258.7	104.9	8.42
	254.0	103.0	5.33

#### Hawaii

A Honolulu	 310.2	125.8	40.63
Idaho			
A Boise	 300.3	121.8	4.50

#### Illinois

☆ Rockford 302.2	122.6	10.75
☆ Peoria 259.1	105.1	14.00
East St. Louis 246.3	99.9	6.08
Chicago 225.5	91.5	328.50
Moline-Rock Island-		
E. Moline 223.6	90.7	8.00
Springfield 220.4	89.4	8.57

#### Indiana

indiana			
South Bend	325.0	131.8	13.75
Fort Wayne	297.4	120.6	15.00
☆ Gary	278.8	113.1	12.85
& Evansville	261.5	106.1	13.50

### FACTS ABOUT THE ELIZABETH MARKET

#### TESTING A PRODUCT

#### or CREATING SALES.

in the Elizabeth Market.

can be made much easier through the advertising columns of the Journal and our 90% home delivered, (ABC) circulation.

Clizabeth Daily Journal ELIZABETH, N. J.

> Special Representative WARD-GRIFFITH CO., INC.



CHESTER STACKS UP AMONG <u>50 TO 100,000</u> MARKETS OF PENNSYLVANIA

A .	1946 CITY POPUI	SALES 1946	FOOD SALES	GENES SALES 1946	DRUG SALES	BUYIN	CIRCU
YORK	1.	2	3	1	3	2	4
BETHLEHEM	2	3	2	9	2	5	
EASTON	3	6	5	2	5	4	1
CHESTER	4	1	1	3	1	1	2
HAZELTON	5	1	8	6	8	7	3
WILLIAMSPORT	6	4	6	4	4	3	3
NORRISTOWN	7	8	7	8	6	8	
SHARON	8	9	9	1	9	6	1

NEW CASTLE 9 5 4 5 7 9 5 Population Figures from E. & P. Year Book. Others from Sales Management's "Survey of Buying Power"

DON McKAY, Local Advert

NATIONALLY REPRESENTED BY STORY, BROOKS & FINLE

RETAIL S	ALES AND		
(SM Forece	431 101 214	City	***)
	City	Nat'l	3
		Index	Millions
Indiana (Co			
☆ Indianapolis Terre Haute	247.0 230.1	100.2 93.3	44.25 7.15
lowa			
Sioux City	325.2	131.9	
Des Moines	255.0	103.4	17.88 6.91
Davenport	245.2	99.5	
Kansas			
☆ Wichita	375.4	152.3	
☆ Topeka ☆ Kansas City	365.2	148.2	10.50 8.65
Kentucky			
☆ Louisville	254.4	103.2	
Lexington	250.2	2 101.5	8.00
Louisiana ☆ New Orleans	247	5 100.4	44.50
Shreveport	238.	3 96.7	
Maine			
☆ Bangor	250.	3 101.5	
Lewiston-Au			
Maryland		, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	, ,,,,,
☆ Baltimore	247	4 100.4	91.75
Cumberland	236.	3 95.5	
Massachuse			
☆ Holyoke			
Fall River New Bedfor			
Springfield	220.	3 89.4	17.07
Worcester Boston			
	197.		7.65
Michigan			
Lansing			
☆Jackson	267.	4 108.	
☆ Battle Creek	266.	3 108.0	5.83
☆ Flint ☆ Grand Rapi	de 257	5 106.	
☆ Kalamazoo	248.	7 100.	
Saginaw Bay City			
Muskegon			
Minnesota			
☆ Minneapolis			4 61.07
St. Paul Duluth	231	.5 93. 7 83.	
Mississippi	203	./ 83.	4 10.00
☆ Jackson	303	.6 123.	2 7.65
Missouri	303	. a. a. d.	7.03
☆ St. Joseph	256	.7 104.	1 6.15
Kansas City	v 250	.5 101.	6 42.50
Springfield St. Louis	243	.2 98.	
Montana			
☆ Billings	257	.5 104.	5 4.00
Great Falls	255	.0 103.	
Nebraska			
☆ Omaha Lincoln	260 215	.3 105. .2 87.	6 24.50 3 8.45
Nevada			
A Dan-			

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Reno .

AUGUST I, 1947

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305.0 123.7

6.00

RETAIL SALES AND SERVICES

RETAIL SALES AND SERVICES (SM Forecast for August, 1947) City City Nat'l Index Index Millions **New Hampshire** Manchester ...... 233.0 94.5 6.55 New Jersey Paterson . 265.3 107.6 18.00 Newark . 255.8 103.8 57.50 Passaic 253.6 8.25 102.9 A Elizabeth 251.7 102.1 10.65 Camden ..... 215.0 87.2 11.50 Trenton 180.2 73.1 14.61 Jersey City-Hoboken 175.0 71.0 20.75 New Mexico Albuquerque ...... 325.7 132.1 6.25 New York A Hempstead Town-..... 275.0 ship . 111.6 26.00 Binghamton .. 251.6 102.1 7.85 ☆ Niagara Falls ..... 250.0 101.4 6.45 Schenectady ...... 237.5 96.3 8.05 95.6 Syracuse ..... 235.6 19.50 Trov .... 235.1 95.4 6.48 Jamestown ..... 227.3 92.2 4.10 Rochester ..... 220.2 89.3 33.60 Elmira ... 210.0 85.2 4.85 Albany ..... 207.7 84.3 13.50 Buffalo 205.1 83.2 45.20 New York ..... 200.0 600.25 81.1 Utica ..... 190.2 North Carolina ☆ Durham 290.2 117.7 6.71 Winston-Salem ... 286.4 116.2 6.75 Asheville ..... 280.3 113.7 6.05 Charlotte 273.6 12.15 111.0 Greensboro ..... 270.5 109.7 6.92 Raleigh ..... 200.3 81.3 4.60 North Dakota ☆ Grand Forks ...... 305.7 124.0 ☆ Fargo ....... 258.3 104.8 3.05 4.12 Ohio 29.50 Akron .... 312.2 126.7 Warren ..... 4.95 287.3 116.6 25.20 281.8 114.3 Toledo 260.7 30.35 Cleveland ..... 249.0 93.50 101.0 Canton ......Zanesville 245.5 99.6 11.72 245.0 99.4 4.30 16.00 Youngstown 236.3 95.9 Cincinnati ... 48.50 231.6 94.0 93.4 32.07 Columbus 230.2 Springfield 221.6 89.9 79.2 4.18 Steubenville ..... Oklahoma Muskogee .... 238.5 96.8 2.93 231.0 93.7 14.85 Tulsa .. Oklahoma City ... 227.7 924 20.75 Oregon ☆ Salem 5.28 123.9 305.4 48.65 Portland ..... 285.2 115.7 Pennsylvania Chester ..... 260.1 7.15 York \_\_\_\_ 258.5 104.9 6.50 Erie . 250.3 101.5 11.40 Allentown 230.4 93.5 10.65 Wilkes-Barre 229.6 93 1 8.82

229.5

229.0

228.5

226.3

225.1

(Continued on page 118)

93.1

92.9

92.7

91.8

91.3

Pittsburgh .....

Lancaster

Iohnstown

Altoona .....

Bethlehem

70.75

7.50

7.68

6.90

5.00



## TEST ASHEVILLE

## TEST the U.S.A.

COSMOPOLITAN population. HIGH SALES per capita (Asheville \$1,097). Population 92.2% WHITE. SELF-CONTAINED market — QUALITY market (Conde-Nast). DIVERSIFICATION exceptional—industry, agriculture, tourists, mining, etc.—assuring YEAR ROUND business volume.

#### ANNUAL RETAIL SALES \$175,275,000

(Sales Management Estimate for 1946)

Expert merchandising services for you, too! Write or wire for details, and for our new folder of market facts. TODAY!



CITIZEN + TIMES

Thurning Evenings

CITIZEN-TIMES Gundays

ASHEVILLE, N. C.



#### WINSTON-SALEM **TOPS 5th DISTRICT** IN STORE SALES!



#### Over Three Times District Gain!

Winston-Salem had the largest dollar volume gain in department store sales in the 5 states of the 5th Federal District, during the period from January to May, 1947 over the same period in 1946,—showing an increase of 23%, according to the Federal Reserve Bank, Richmond, Virginia. In the 5th District as a whole, the increase was only 7%.

Winston-Salem scored another first in sales gain in May, 1947 over the same month in 1946, showing an increase of 27%. In the district as a whole, the increase was only

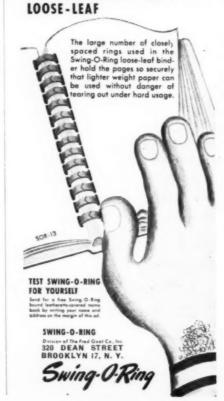
All of which is powerful proof that Winston-Salem is a "must" market for advertisers with something to sell in the South's Number 1 State.

#### JOURNAL and SENTINEL Winston-Salem, North Carolina

National Rep: KELLY-SMITH COMPANY

Circulation of the Sunday Journal and Sentinel now exceeds 50,000!

### FOR hard usage SPECIFY SWING-O-RING



#### **HIGH SPOT CITIES**

(Continued from page 117)

RETAIL SALES AND SERVICES (SM Forecast for August, 1947) City City Nat'l \$ Index Index Millions

#### Philadelphia (Cont'd)

Harrisburg	215.0	87.2	10.70
Philadelphia	214.1	86.9	156.50
Williamsport	213.5	86.6	4.53
Reading	197.8	80.2	10.25
Scranton	195.0	79.1	11.15
<b>Rhode Island</b>			

235.4

230.6

95.5

93.5

28 25

3.95

6.20

6.00 17.14

4.15

6.75

4.31

25

3.40

#### Providence Woonsocket .....

South Carolina			
Spartanburg	312.7	126.9	5.50
Greenville	300.1	121.7	6.65
Charleston	270.2	109.6	8.24
Columbia	250.0	101.4	7.70

#### South Dakota

Aberdeen	301.1	122.2	2.30
Sioux Falls			5.58
Tennessee			

1 cline 33cc			
Knoxville	295.7	120.0	14.5
Memphis	281.0	114.0	32.7
Nashville	277.3	112.5	18.0
Chattanooga	245.6	99.6	12.2

#### Texas

Fort Worth	310.7	126.0	23.5
El Paso	305.4	123.9	8.8
A Houston	301.7	122.4	48.7
Dallas	300.1	121.7	43.5
San Antonio	285.6	115.9	24.3
Waco	277.3	112.5	5.7
Amarillo	272.4	110.5	6.7
& Beaumont	268.2	108.8	7.1
Corpus Christi	256.3	104.0	8.2
Wichita Falls	253.2	102.7	5.9
Austin			9.3

218.6

88.7

### Galveston

Otan			
☆ Ogden	330.2	134.0	
Salt Lake City			
Vermont			

#### Burlington ...... 225.7 91.6

310.0	125.8	4.65
280.4	113.8	16.25
252.6	102.5	26.40
250.1	101.5	4.71
243.2	98.7	8.15
215.7	87.5	4.08
	280.4 252.6 250.1 243.2	280.4 113.8 252.6 102.5 250.1 101.5 243.2 98.7

#### Washington

Tacoma	305.8	124.1	15.50
Seattle	272.0	110.3	54.00
Spokane	265.5	107.7	14.6

#### West Virginia

Charleston 227.8 92.4	
Wheeling 201.3 81.7	6.12
Wisconsin	
☆ Madison 270.3 109.7	10.35
☆ Milwaukee 267.4 108.5	
Green Bay 258.3 104.8	5.50
☆ Sheboygan250.7 101.7	3.97

La Crosse

Superior ..

Manitowoc ...

1	Chevenne	 263.5	106.9	3.

240.2

237.6

232.8

97.4

96.4

94.4



You, too, can sail ahead with a lot less effort if you pick the right spots. And that means looking beneath the surface of national marketing strategy.

Take, for instance, cosmetics—naturals, you might think, for across-the-board "national" advertising. Yet only five states of the 48 pile up 51% of all cosmetic sales. What's more, the beauty-conscious women of one state may spend seven times as much for cosmetics, per capita, as those of another.

The reasons are many—but they all add up to an often-forgotten truth: markets are different. Find the ones where sailing is easy, and you've moved a long way toward lower sales costs, higher profits. And there's no better way to exploit those low-cost, high-profit markets than through the precision control of newspaper advertising.

To help you find your high-potential markets, our sales analysis staff has a growing reservoir of marketing facts. A phone call or letter will start this help your way. Or as a starter, write today for a copy of our new booklet, Services Available to Advertisers and Advertising Agencies.

Bureau of Advertising

AMERICAN NEWSPAPER PUBLISHERS ASSOCIATION

370 Lexington Ave., N. Y. 17, Caledonia 5-8575 • 360 N. Michigan Ave., Chicago 1, State 8681 • 240 Montgomery St., San Francisco 4, Exbrook 8530 prepared by the Bureau of Advertising and published by The Chicago Sun in the interest of more effective advertising

\$ llions

10.70 156.50 4.53 10.25 11.15

28.25

5.50 6.65 8.24

2.30 5.58

14.50 32.75

18.00

23.50

48.75 43.50

24.35 5.70

6.75 7.15 8.25 5.93

9.35

17.14

8.15

15.50

6.75

4.31

3.07

EMENT

#### EXPERIENCED COPYWRITER WANTED

A large midwestern concern has an exceptional opening for an experienced copywriter to edit a dealer magazine on sales and merchandising. 30-40 years of age. Experience in retail merchandising desirable. College education helpful. Salary open. Write giving full details. Box 2464, Sales Management, 386 Fourth Ave., New York 16, N. Y.

#### SALES MANAGER'S ASSISTANT

A fine future open with long established maker of fastening devices.

A real opportunity for a man who is (1) experienced in sales operations through industrial supply outlets; (2) an able sales correspondent; (3) free to travel out of New York headquarters occasionally; (4) willing to "work up" to a major executive post. Salary open. Write fully about your background. Enclose photo. Interview in New York, ex-penses paid. Box 2444, Sales Management, 386 Fourth Ave., New York 16, N. Y.

#### TAILOR-MADE

Five aggressive veterans, now employed as supervisors, will make full time services available to an organization desiring representatives in Minneapolis area. This offers to you a complete and tailor-made unit capable of promoting your product. Box 2461, Sales Management, 386 Fourth Ave., New York 16, N. Y.

#### SALESMANAGER

Fourteen years in charge Wisconsin territory, selling a technical product to industrials. Earnings in 5 figure bracket. Desire new connection on salary plus commission or straight commission basis. Available September. Reply Box 2462, Sales Management. 386 Fourth Ave., New York 16, N. Y.

ATTRACTIVE SALARIED POSITIONS \$3,000 to \$30,000.00

\$3,000 to \$30,000.00

Negotiated expertly for qualified executives by national placement counsel. Your identity protected while promotional campaign is in progress. Our copyrighted booklet "CONFIDENTIAL" is available to a select group of executives without obligation.

YOCATIONAL INTERMEDIATES
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"Hits the TARGET"

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## SALES REPRESENTATIVE OPPORTUNITY

There is room in this organization for another sales representative who wants to establish a permanent career in one of the most important divisions in the advertising field. An advertising background is not necessarily essential but it will help.

This opportunity calls for a high caliber man 30 to 40 years old to contact national and regional advertisers of consumer goods. The man will present to these advertisers illuminated sign programs for identifying dealers, together with brand names, of nationally advertised products.

We produce both Neon and Fluorescent type signs and will support the man with a most efficient designing staff for creating ideas and mass production facilities for making signs in quantities.

We will give him a product that has met the acceptance and satisfaction of the country's leading advertisers for twenty years, and will back him up with an organization that is unexcelled in the industry.

In short, here is an opportunity to carve out a real place in an interesting branch of advertising and achieve financial security. If you think you are the man, we are inviting you to write us today. Tell us what you are doing, what you have done, as the first step in getting together.



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#### MANUFACTURERS NEED-ING SALES REPRESENTA-TION IN IOWA, MISSOURI, NEBRASKA, MINNESOTA

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Sales Executive, 12 years with same firm, income over \$12,000 annually for past 10 years, now wishes to establish own Manufacturers Agency. Would like to contact some reputable manufacturers who would like real hard hitting representation. Have wide acquaintance with all types of jobbers including Grocery, Hardware and Department stores. Soundly financed, can furnish highest type business and personal references. Have 2 or 3 men that I can take with me if the right connections are offered. Will establish own office and clerical staff. Box 2463, Sales Management, 386 Fourth Ave., New York 16, N. Y.

#### SALES EXECUTIVE AVAILABLE

\*

Former District Sales Manager, Advertising and Sales Promotion Manager, Advertising Account Executive desires sales position requiring imagination, responsibility. Experience includes marketing, sales training, sales organization in light manufacturing field. Aggressive, personable, 35 years of age. Midwest location preferred. Box 2465, Sales Management, 386 Fourth Ave., New York 16, N. Y.

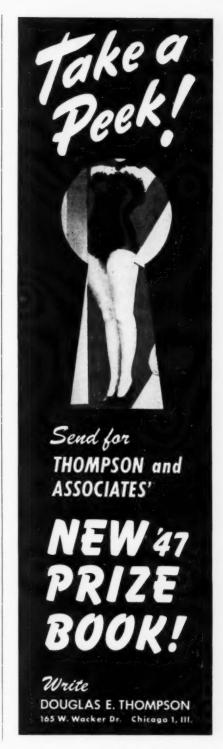
#### SALES MANAGER

Midwestern brewery has an opening for an experienced, successful Sales Manager who can maintain and produce sales through initiative, constructive ideas and proper handling and direction of a sales force. Brewery experience not necessary. Sorry but we will not be able to give consideration unless full data sheet accompanies application. Box 2467, Sales Management, 386 Fourth Ave., New York 16, N. Y.

#### DIRECT SELLING SALES MANAGER

This man has confidence in his ability to produce sales because he has built sales in national organizations. He does not ask you to risk a dime. If he believes in your product he will take your proposition on a commission basis accepting a commission on all sales over your present figure that he produces 20 years in house-to-house selling. Dresses, 20 years in house-to-house selling. Dresses, 20 years and produce the produce selling that the produces and produce the produce selling. Selling the produce selling that the produces the produce that the produces a produce the produce that the produces the produce that the produces the produce that the produces the produce that the produce the p

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# THE LIONS SHARE?

How the American Negro spends ten billion dollars annually is a vital question, to which we will soon have the answer. The Research Company of America is making a brand preference study of the 25 principal areas inhabited by Negroes in the U. S. This is the only study of its kind ever conducted. Reserve your copy on your letterhead now. We serve 24 times as many Negro papers as all other representatives.

INTERSTATE UNITED NEWSPAPERS, Inc.

545 FIFTH AVENUE

NEW YORK 17, N. Y.

EMENT

## COMMENT

#### GOOD-NEIGHBOR OIL MEN

We like what we know about NoMADS.

That comparatively young organization of Americans who sell oil field and refinery equipment around the world seems to typify a new American attitude toward foreign customers . . . an interested, helpful, courteous attitude such as is now becoming apparent in many merchandise fields toward visitors from abroad.

It appears that Americans are showing some sales sense and a desire really to cultivate foreign trade for the long haul. This is refreshing when we look back with a red face to the days when too many United States manufacturers seemed to say to distant customers "Come and get it if you want it; but we don't care whether you do or not."

Nowadays, when a Venezuelan or an Arabian or a prospective equipment customer from any of the other oil lands appears on our shores, a Nomad greets him, takes him to a luncheon or dinner of Nomads where he is invited to talk about conditions in his home country so that other American oil equipment men may learn from him. The visitor is even handed around from company to company so that he may see all types of equipment. Nomads rules require this, in the customer's interest. What a change that is from the olden days of a company "covering up" a newcomer from the moment he arrived until the moment he crossed the border outward bound!

Nomads—National Oil Equipment Manufacturers and Delegates Society—has five chapters whose members have roamed outside the United States for their companies. During the past year New York and Los Angeles chapters with 137 members each, Houston with 115, Tulsa with 109 and the new Dallas chapter with 42 have entertained 205 foreign visitors from at least 23 countries. The chapters think they are demonstrating the American good neighbor spirit.

The market these Nomads are shooting at—in competition with other oil equipment producing countries—is rated in big millions. World Oil, whose publisher Ray L. Dudley was a founder of Nomads, estimates 1947 foreign expenditures at \$550,000,000 for equipment and materials to be used in oil exploring, drilling and producing and in pipeline construction. Of course a major part of that total will be spent in the United States, since this is the major equipment manufacturing nation. But we hope the effectiveness of Nomads can be measured in good-will, too. Good-will is a principal asset in any business, domestic or foreign. Developed to a sufficiently high point, it can even help to prevent wars.

#### WHO . . . WHERE . . . AND HOW MUCH

There are few dirtier jobs in sales management than the development of adequate figures on sales potentials. Yet the management benefits which can be derived from such a basic set of figures are so numerous and of such great importance that the original investment which must be made to obtain such figures is soon written off in savings.

Management, generally, does not yet understand how many of its basic sales problems exist because no figures on potentials are available. A really workable compensation plan, for example, should rest on such figures, for unless we know our potential, we are not in a position to estimate how many salesmen we need to achieve adequate coverage. Territory layout can be arranged to greatest advantage only when we know potentials—and there are substantial arguments in favor of territories of approximately equal potential. Unless we know how a salesman is performing in comparison with his total potential, we have no basis for judging a salesman's "net worth" to the house. Neither do we have a sound basis for setting up advertising appropriations and allocating those funds.

The fundamental need on the part of all selling organizations for help in the development of potentials was the reason behind the research concept which grew into SALES MANAGEMENT'S Survey of Buying Power. By providing a quantitative and qualitative analysis of markets by counties, by metropolitan areas, and by cities, SALES MANAGEMENT has provided a base for a practical study of potentials. The companies that are drawing the greatest values out of it are those in which adequate sales records exist-records which can be measured against the Quality of Market Index. Some experimental research can uncover, for almost any company, a set of factors which, when translated into index numbers, will sharpen the accuracy of potentials estimates and can be made to provide usable long-range sales forecasts. The SALES MANAGEMENT Quality of Market figures are often used as a factor in such analyses.

The problem of developing adequate figures on potentials is not a job "anybody can do." It requires research skills and experience. Admittedly, it costs money. But because data on potentials are now recognized by competent authorities as indispensable tools of modern scientific sales management, we believe the need for, and the benefits to be derived from them should be examined carefully by top management. The company that attempts to continue to sell by guess and by gosh is going to find itself burdened with excessive distribution costs which will handicap it in the months to come when pressures for lower prices become progressively more insistent.

#### **TELL YOUR SALESMEN THIS**

Four years ago "experts" said we would have heavy unemployment as soon as the shooting war stopped. They were wrong. About 60 million are holding jobs (Shades of Henry Wallace!) and we need even more. Two years ago "experts" said national income would drop to \$85 billions. It's closer to \$185 billions. Aren't we convinced now that no depression is in sight? This is a bigger nation. Its horizons have widened. We have troubles, yes. But we are licking them. More men have to work more— with greater vision—that's all. Salesmen are leaders. Are they working more . . . with sights set higher? Their future and the future of the nation depend upon it.

"To our great delight..."

"If California lies beyond those mountains we shall never be able to reach it," wrote weary John Bidwell, leader of the first overland emigrant train in 1841. But the next day his diary records, "We had gone about three miles this morning, when lo! to our great delight we beheld a wide valley ... Joyful sight! Hundreds of antelopes in view! Elk tracks, thousands! The valley of the river was very fertile, and the young tender grass covered it like a field of wheat in May ..."

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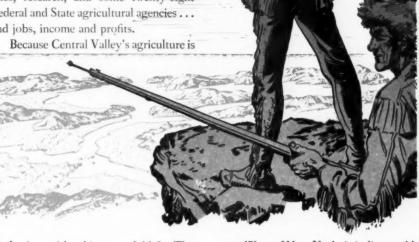
MENI STING CO BURG, PA

nt.

The El Dorado of the early emigrants was the rich green valleys of California which today yield crops far greater in world's production of sweet prunes.

These five valleys have 78% of the state's cultivated acreage, 68% of its farms, could feed two-thirds of the U. S. ... include six of the ten U. S. counties highest in gross farm income ... have an annual income in excess of \$1.25 billion!

State axis of agriculture, San Francisco has the bankers, stockholders, brokers, commission houses, truckers, shippers, processors, exporters ... headquarters of sales, research, and some twenty-eight Federal and State agricultural agencies ... and jobs, income and profits.



value than gold ... and the cornucopia through which much of the wealth pours is San Francisco.

For the Bay Area is the hub and focus of the five great Central Valleys.

Largest is the San Joaquin, 250 miles long, 40 miles wide, with 8,400,000 acres of arable lands, a third of the state's total... The Sacramento, 175 miles long, 30 miles wide, has 5,200,000 acres; yields citrus, nuts, olives, cotton, truck crops, grain, rice, cattle, sheep, hogs, poultry.

The Santa Clara, forty-five miles south of San Francisco . . . Sonoma and Napa to the north produce grapes, field crops, prunes and apricots; and with the upper Sacramento, account for about 95% of the

big business, it's a big news field for The Chronicle... and the business men on California farms follow The Chronicle as closely as executives on Montgomery St.

Local in its ownership and interests, The Chronicle has inside angles, City Hall

that satisfies Constant Reader, takes care of Taxpayer, and backs up Pro Bono Publico ...keeps up on the schools, sports, social events, women's

clubs, recreations, suburbia, packs away thirty to forty nuggets of local news, many exclusive, per issue ... holds housewives who mob Market Street stores on sale days, has the business man believing it's his particular paper...yet gives probably the most comprehensive coverage of general

news West of New York, is indispensable to Northern Californians who want to be well informed, has its editorials watched in Washington, London—and Moscow!

It's popular enough to make a major medium for the city's big stores, and most of the best retail advertisers...carriage trade enough to sell jade for Gump's, charge customers of I. Magnin...leads in books, banks, and bonds.

Read by one-third of the city's families, one-fourth of those in the four adjacent counties, The Chronicle is big enough to get acceptance for brand products in corner stores and chains, get action for any national advertiser with a good product. A Chronicle representative can show you how The Chronicle matches the market—and your program—in San Francisco!



## San Francisco Chronicle

SAWYER, FERGUSON, WALKER Co., National Representatives New York, Chicago, Detroit, Atlanta, San Francisco, Los Angeles



In Chicago there's an easier way with results the same day

Just make yourself irresistible

with lines in the newspaper that attracts

her every day of the week—the

Chicago TRIBUNE. The newspaper that

carries more department store advertising

expenditure than all other Chicago

papers combined. Advertisers who

take women seriously take space in the TRIBUNE.

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